

JP Morgan

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# FINANCIAL TIMES

Europe's Business Newspaper

FRIDAY APRIL 23 1993

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## Fall in UK jobless figures bolsters hope of upturn

UK unemployment fell in March - the second month running - confounding expectations among financiers and politicians that it would rise and boosting hopes that the recession is over.

The surprise 25,000 decline in the seasonally adjusted jobless total to 2.9m last month helped give a strong upward push to sterling. Page 8; Editorial Comment, Page 16; Lex, Page 16

**Clinton 'disappointed':** President Bill Clinton said he was disappointed but not disheartened after being forced to abandon all but a fragment of a projected \$16bn package of measures to stimulate the economy. Page 16

**UK may back US bombing moves:** Britain signalled its readiness to give reluctant backing to a move by the US administration to bomb Serbian supply lines in Bosnia or to lift the international arms embargo on the Bosnian Moslems. Page 2; Clinton calls the shots, Page 14

**Benzini's husband joins government**  
  
Asif Ali Zardari, (left) 36-year-old husband of former Pakistani prime minister Benazir Bhutto, was sworn in as a minister in the country's five-day-old caretaker government. Zardari took the oath of office just two months after being released on bail having served two years in jail. He was acquitted on nine of 12 cases filed against him, including murder. The appointment is a further sign of a rapprochement between Ms Bhutto and the president. Page 6

**Mercedes-Benz:** mainstay of the German Daimler-Benz group, hopes to stop the profits slide this year in spite of a slump in turnover and unspecified operating losses in the first quarter. Page 17

**Tokyo keeps up attack:** Japanese business leaders, senior government officials and politicians attacked US economic policy towards Japan as the yen rose to another postwar high against the dollar in Tokyo. The dollar closed at Y110.20. Page 6

**Amato hands in resignations:** Italian prime minister Giuliano Amato formally resigned and was asked to remain as caretaker premier while President Oscar Luigi Scalfaro tried to assemble a new government. Page 2

**Swedish austerity package:** Sweden's centre-right minority government announced further deep spending cuts and measures to tackle unemployment. Page 16

**Salomon:** Wall Street securities house and energy trading group, announced a \$65m pre-charge net loss for the first quarter after its Salomon Brothers brokerage subsidiary went into the red because of losses on proprietary trading activities. Page 17

**Axa:** French insurance company, announced a 35 per cent fall in group profits for the year to FF1.64bn (\$284m) and expressed confidence about the future profitability of its investment in The Equitable of the US. Page 18; Lex, Page 18

**Palestinians shot:** Israeli soldiers shot and wounded at least 24 Palestinians in a second day of demonstrations in the Gaza Strip.

**PSA Peugeot-Citroen:** French car group, reported a 39 per cent fall in profits to FF3.37bn (\$184m) last year. Page 17; Peugeot loses resale court fight, Page 2

**Andries Treurnicht dies:** South African pro-apartheid Conservative party leader Andries Treurnicht died aged 72. Page 8

**Waco investigation starts:** Work started on removing bodies from the remains of the cult compound at Waco, Texas, in which 85 are believed to have died. Investigators are looking into the possibility that David Koresh's followers died in a mass murder rather than suicide.

**Unity front in Bonn:** French prime minister Edouard Balladur made no request for gestures of solidarity from Chancellor Helmut Kohl during a visit to Bonn. Page 16

**Death sentence for fundamentalists:** Seven Egyptian Moslem militants were sentenced to death by a military court near Cairo for charges that included attacks on foreign tourists and conspiring to topple the government.

**STOCK MARKET INDICES**

	STERLING	
FTSE 100:	2861.1	(+11.1)
Yield	3.96%	
FTSE Eurotrack 100	1164.35	(+0.6)
FT-A All-Share	1412.00	(+0.5%)
Nikkei	19,561.31	(+18.70)
New York indices		
Dow Jones Ind Ave	3461.05	(+21.67)
S&P Composite	444.93	(+0.71)
US LUNCHEON RATES		
Federal Funds	.25%	
3-mo Treasury Bill Yld	2.85%	
Long Bond	104%	
Yield	8.75%	
LONDON MONEY		
3-mo Interbank	5.1%	(same)
1-Year Interbank	5.1%	(same)
1-Year Gilt Future	Jan 105.10/Jan 105.10	
EUROPEAN CDS (Argued)		
Brent 15-day (Azn)	\$18.75	(+0.93)
Gold		
New York Comex (Azn)	\$342.5	(+0.7)
London	\$340.15	(+0.05)
Tokyo class Y 110.2		

Austria	Sk100	Greece	D200	Iux	LP100	Cater	CP120.00
Bahrain	Dri120	Hungary	R117.2	Malta	Lnd120	SArabs	SR11
Belgium	BF120	Iceland	R119	Morocco	MD113	Singapore	SP110
Bulgaria	Le25.00	India	R119	Niger	RP100	Sri Lanka	SL110
Cyprus	CC1.00	Indonesia	R200.00	Nigeria	SN115	Spain	SP115
Czech Rep	Kw120	Ireland	SD100	Norway	NO100	Sweden	SW115
Denmark	DK120	Italy	LT100	Portugal	PT100	Switzerland	SW110
Egypt	EG120	Jordan	JD15.00	Pakistan	PK15.00	Syria	SY100
Finland	FI120	Korea	Won 2500	Philippines	Ph105	Ireland	IR110
France	FP12.50	Kuwait	Ft120.00	Turkey	DT120	Latvia	DL110.00
Germany	DAK3.00	Liberia	US125	Portugal	ED125	UAE	DU110.00

## Tehran used loans from BNL Atlanta to buy arms

By Alan Friedman in New York

THE Atlanta branch of Italy's state-owned Banca Nazionale del Lavoro - already embroiled in scandal over \$5bn of loans that helped fund Iraq's war machine - also provided secret loans which were used to finance arms sales to Iran.

Italian government documents obtained by the Financial Times show that BNL Atlanta lent \$2bn

to countries including Iran, the former Soviet Union, Turkey and Jordan. Like the clandestine Iraqi loans, a large number of these additional loans were made without any formal notification to BNL's head office in Rome.

Part of the secret \$2bn of non-Iraqi loans was used to help finance shipments of militarily useful equipment from US and European companies to Tehran, according to a US government

official familiar with the case. Some of the shipments would have violated the United Nations embargo on arms sales to Iran and Iraq during the 1980-88 war between those two countries.

The additional loans, made in the mid and late 1980s, extend the scope of the BNL scandal well beyond the bank's Atlanta branch and the issue of the Iraqi loans.

Earlier this week, it emerged

that US investigators are also looking at BNL's Argentine operations to see if any of the bank's funds in Buenos Aires were used to help finance Iraq's Condor 2 nuclear-capable missile project.

BNL's head office in Rome has said it is unaware of any links between its Argentine branch and companies that worked on the Condor 2 missile project. Last night, the bank said it was

unaware of the Iran loans from Atlanta.

However, a senior BNL executive said yesterday that at the time of the August 4 1989 FBI raid on BNL's Atlanta branch, a total of \$735m of exposure resulting from non-Iraqi loans was discovered, of which \$417m was US government guaranteed.

He said that he could not rule out that other non-Iraqi loans had been made by the Atlanta

branch and already repaid by the time of the FBI raid.

In Venice, meanwhile, an Italian state prosecutor investigating the BNL affair has asked a court to convict and sentence to six-year prison terms Mr Neri Nesi and Mr Giacomo Pedde, the former BNL chairman and director-general respectively, for making alleged illegal BNL-funded arms

Continued on Page 16

## Bundesbank cuts rates to combat slowdown

By David Walker in Frankfurt, Quentin Peel in Bonn and James Blitz in London

THE Bundesbank yesterday cut both of its main interest rates in a move which was seen as the clearest indication yet that it is concerned about the slowdown in the German economy and the prospect of renewed pressures inside the European exchange rate mechanism.

The central bank's policy-making council decided at its scheduled meeting to reduce the discount rate, the floor for money market rates, by 0.25 of a percentage point to 7.25 per cent. It also cut the Lombard rate - an emergency ceiling for bank borrowing - by 0.5 points to 8.5 per cent.

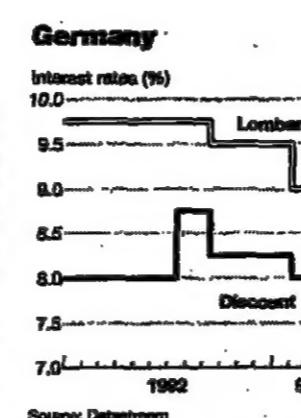
The timing of the rate cuts took financial markets by surprise. On Wednesday, the Bundesbank had announced worse than expected figures for money-supply growth, creating the impression that a further easing in monetary policy was unlikely to take place for some weeks.

The cuts in interest rates also came despite the fact that inflation in Germany is running at 4.2 per cent, more than twice the Bundesbank's long-term target of 2 per cent inflation.

Mr Helmut Schlesinger, Bundesbank president, said "he remained fully committed to the objective of cutting inflation. He presented the cuts as part of the central bank's cautious approach to the easing of monetary policy which had led to stable conditions on capital and money markets.

Mr Schlesinger also said, despite this week's worse than expected data, the Bundesbank's money supply was growing at a level consistent with its medium-term inflation objective of 2 per cent.

In March, the M3 measure of money supply growth rose at an annualised, seasonally adjusted rate of 3.2 per cent. This was



Source: Datastream

below the Bundesbank's target range which, for this year, has been set at 4.5 to 6.5 per cent.

Mr Schlesinger said the cuts would bring some relief for other countries, raising speculation that the Bundesbank may have been concerned by new currency pressures inside the European exchange rate mechanism.

However, he added: "I am not planning to resign". Mr Attali said that "more than two or three" of the bank's governors, who are finance ministers or top officials from the 16 countries and agencies which own the bank, had telephoned him to offer support, following criticisms of his stewardship of the bank.

He said that the "most important question which needs to be answered" is whether this bank needs to exist or not. The importance of the bank, which provides loans and investments to encourage the growth of market economies in eastern Europe and the former Soviet Union, is that "it is part of the international response to the urgent need of central and eastern Europe".

Mr Attali was speaking as the bank published its annual report for 1992. The report says that the board approved 54 investment projects in the year with a total EBRD contribution of Ecu1.2bn (\$1.45bn). However, just Ecu1.26m was disbursed, consisting of Ecu75.5m of loans and Ecu5.5m of equity injections.

He said it was "entirely legitimate for the press to raise questions about the way in which we conduct our affairs". He justified the lavish furnishings of the bank's new headquarters, in London's Broadgate complex, by saying that work on fitting out the building was proceeding "within the approved budget". He did not comment on the issue of whether the budget itself was excessive.

"With the benefit of hindsight, it is clear that we should have done certain things differently," he said. The replacement of the building's existing marble with new marble, at a cost of at least £750,000, fell "into this category".

He said the bank's "overriding

concern now is to learn from this experience". In order to tighten control over spending, Mr Attali said he was dividing the responsibilities currently held by Mr Pissaloux, who is both director of Mr Attali's cabinet and director of the budget.

Mr Attali also said there would be a "further deepening and strengthening of the board committee on budgetary matters, both in preparing and monitoring the budget" and "further improvements will be made in the information supplied to the board about the budget".

He also confirmed that the board's audit committee was undertaking a review of the "costs incurred and the specific procedures followed in the fitting out of the bank's headquarters".

Annual report details, Page 3

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refused to say who would occupy these posts. Mr Pissaloux would not comment on whether he would hold one or other of these posts.

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## The Bundesbank springs another interest rates surprise

By David Waller in Frankfurt and Quentin Peel in Bonn

THE Bundesbank proved once again yesterday that it likes nothing better than to be the master of the unexpected.

On Wednesday, the bank published poor money supply figures, and Mr Theo Waigel, the finance minister, issued a dire prognosis about the state of public finances.

Neither development was thought likely to encourage further loosening of German monetary policy and economists and bond traders had

resigned themselves to a quiet Thursday afternoon contemplating the German central bank's profit figures - the reason given in advance for yesterday's press conference.

The Bundesbank was almost pre-

dictably unpredictable yesterday, wrong-footing observers with cuts in official rates. The Lombard rate was cut 0.5 per cent to 8.5 per cent and the discount rate by 0.25 per cent to 7.25 per cent - the first cuts in official rates since March 18.

In the weeks since the last cut, the market's attention had been

focused on the Bundesbank's weekly

activities in the money markets. Week by week throughout April, the German central bank tantalised observers by making a series of minuscule cuts in the rate at which it provides wholesale funds to the

banking community.

This created the psychological climate where markets were prepared to continue being disappointed - and found themselves pleasantly surprised yesterday - even though the cuts in themselves were hardly going to reverse Germany's increasingly severe recession.

Mr Helmut Schlesinger, Bundes-

bank president, made little direct reference to the real economy yesterday, saying the decision was justified because money supply for all the short-term disappointment of Wednesday's figure - was again under control.

However, economists are con-

vinced the Bundesbank is increasing tailoring monetary policy to developments in the real economy. The gravity of the recession was underscored by figures from Bonn on Wednesday showing the economy had further deteriorated since March.

And Mr Waigel's forecast that his central government budget deficit could reach DM68bn-70bn, compared with an earlier forecast of just DM54bn, has shaken business confidence. The main factors in the increase are the costs of higher unemployment, a shortfall in tax revenues, and the burden of subsiding eastern Germany.

Inflation is still running at over 4 per cent in the west of Germany - more than twice the central bank's long-term target of 2 per cent. In this context the rate cut shows the Bundesbank's recognition of the severity

of the downturn, economists said.

Yesterday's cuts have already set off expectations of further reductions soon. June 17 is already being touted as the date for the next cut in official rates.

The Bundesbank, however much it may now be committed to bringing rates down further, is likely to do this only in a way which continues to maintain the element of uncertainty. It is eager to avoid the danger that the D-Mark will weaken as investors make the assumption that German interest rates are set to

plunge rapidly and quickly.

## Saatchis in wings for debut of the Yeltsins

By John Lloyd in Moscow

A SLICE of life in the Yeltsin household broadcast earlier this week on Russian television instantly became a big talking point. It was something akin to the reaction of the British on seeing the family life of the royal family for the first time three decades ago. But how natural was it?

Saatchi and Saatchi, the advertising agency credited with past successes for the British Conservative party, thinks it may have been in part their work.

Speaking yesterday for the first time about the part the agency has played in assisting Mr Yeltsin in his referendum campaign, Mr Steve Hilton, a Saatchi executive, said he had worked with a Russian agency in the weeks before the campaign and made a series of recommendations about Mr Yeltsin's image - recommendations which seem to have been heeded.

In association with Gallup poll and basing his recommendations on group discussions with Russian citizens in half a dozen cities, Mr Hilton wrote a memorandum last week which advised the Russian leader to play to his perceived strengths.

"People saw him as strong so we advised him to put himself forward as a strong leader for a strong Russia. He was seen as manly and as simple, straightforward."

The film of the Yeltsins at home featured all of these characteristics.

Another of the Saatchi-Gallup findings was that the Russian Congress of Peoples' deputies was deeply unpopular.

"We found nobody with a good word to say about them. So we advised that Yeltsin could be very negative about them; much more negative than would have been the case in a western campaign." Mr Yeltsin, and his ministers and aides, have represented the Congress as Communists who want to turn the clock back to the worst days of the Soviet Union.

"We thought that this should be a very Russian campaign," said Mr Hilton. "We advised that there should be a lot of endorsements from famous people, like actors and actresses, so that the idea of voting for Yeltsin would be fashionable."

Mr Yeltsin has the wholehearted backing of the intelligentsia and the artistic circles of Moscow - meeting them in the Bolshoi theatre and being welcomed on platforms by famous actresses.

"We didn't have much time," says Mr Hilton, who had worked on last year's UK Conservative campaign for months before the general election. "And I thought at first that it was almost a lost cause. We weren't able to do poster and television campaigns: all we could do was to recommend themes which Mr Yeltsin and his supporters could stress in speeches and in briefings to the media."

The Saatchi effort was spearheaded in Moscow by Mr Hilton, who travelled throughout Russia with Mr Gordon Head of Gallup to listen for himself to the opinions of Russians. In overall command in London was Mr John Maples, a former treasury minister who, since his defeat in the last election, has been head of Saatchi's government worldwide division.

Because of the sensitivities

of the president's team about

being seen to be advised by

foreign companies, Saatchi and Gallup worked with the

Menon ("Opinion") polling company.

## UK may back US on bombing Serbs

By David White and Philip Stephens in London and Laura Silber in Belgrade

THE BANK of Spain raised its unofficial intervention rate yesterday and intervened strongly on the money markets to defend the peseta's central parity rate with the exchange rate mechanism of the European Monetary System.

Speculation against the peseta brought it down to a low of Pta73.10 to the D-Mark before the Madrid authorities took action, raising the overnight rate from 13.35 to 14 per cent, and part of Spain's \$45bn reserves were put aside for the peseta's defence.

The action served to steady the peseta and lifted it to Pta72.80 against the D-Mark, before the Madrid authorities in the Exchange Rate Mechanism. The markets are however watching for clearer signals today when the Bank of Spain sets its benchmark intervention rate at an auction for certificates of deposits.

The attack on the peseta, and the defence of it, highlighted the nervousness surrounding the Spanish currency, for the developments occurred before Germany's Bundesbank cut its Lombard and discount rates.

At the root of speculation against the peseta is the political instability that has engulfed Spain ever since Prime Minister Felipe Gonzalez last week announced a snap election to be held on June 6.

Fuelling the speculative attacks is, on one hand, the belief that the Spanish economy is in the midst of a recession and that the peseta is strongly overvalued, particularly in the wake of the Bundesbank's rate cuts.

On the other hand, the market perception is that the ruling Socialist party will do all that lies within its power, using the Bank of Spain's reserves as necessary, to ensure monetary stability before the elections.

## Peugeot loses resale court fight

By Andrew Hill in Brussels

PEUGEOT, the French car maker, will have to allow its Belgian and Luxembourg dealers to supply independent intermediaries with cars for resale in other countries, following a European Court ruling yesterday.

The decision should end Peugeot's long-running legal campaign against Ecosystem, a Rouen-based intermediary which resells cars bought at lower prices in Belgium and Luxembourg.

The court yesterday threw out appeals from Peugeot against a December 1991 European Commission decision, forcing the carmaker to lift its ban on dealers in those countries supplying Ecosystem.

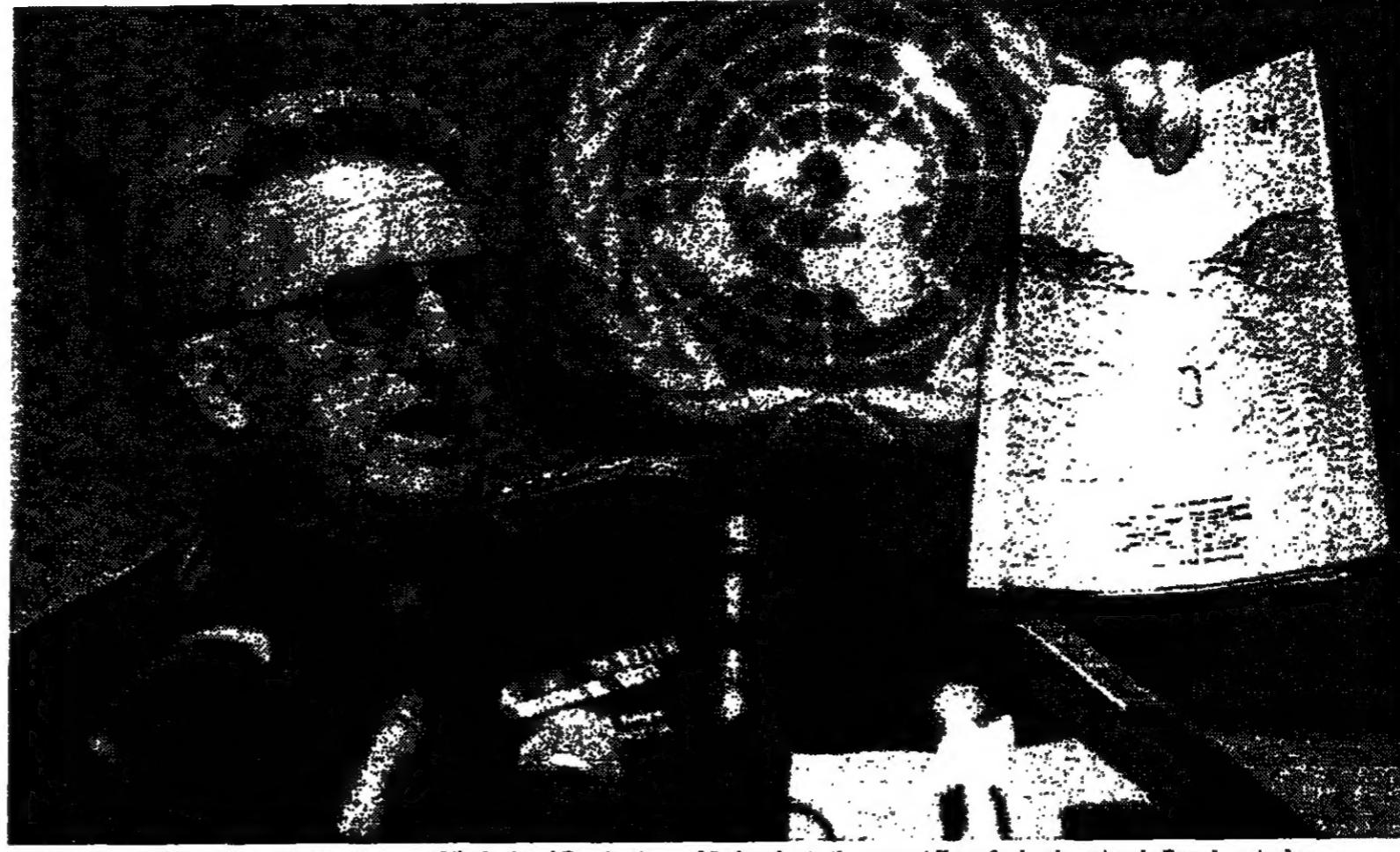
Under EC rules, it is illegal for intermediaries to import cars on behalf of individual customers. Sir Leon Brittan, then competition commissioner, warned the French car maker in 1991 that its Belgian and Luxembourg dealers would forfeit protection from normal competition rules if the restrictions were not ended.

At the same time, the Commission laid out a code of buying and marketing practices for intermediaries.

The Peugeot/Ecosystem case has been at the centre of an often acrimonious debate about the exclusive dealership system operated by European car manufacturers. The system is exempt from competition rules until 1995, and consumer groups complain that it helps perpetuate price differences across Europe.

Car makers say the dealership system is needed to ensure a proper after-sales service. They say car price differences are mainly due to other factors, such as discrepancies between car taxes.

Peugeot results, Page 15



Gen Lars-Eric Wahlgren shows a computer map of the besieged Bosnian town of Srebrenica to the press at UNPROFOR headquarters in Zagreb yesterday

ers and a few trucks and jeeps. The nearest reinforcements are Canadian and British soldiers at Tuzla, 60km away and the other side of the confrontation line.

The cease-fire in Srebrenica which was agreed by the Bosnian Serbian and Moslem military commanders last weekend was holding and an Unprofor spokesman in Sarajevo said that

UN troops had completed the destruction of weapons handed in by

the Moslem defenders of the town.

However, one of the commanders of the Serb besieging forces said that the Moslems had surrendered "a ridiculously small" quantity of "mainly obsolete and useless" arms.

In central Bosnia, Moslem and Croat forces, once allies in the struggle against the Bosnian Serbs, continued to fight for territory, breaking a brief ceasefire negotiated hours earlier.

The UN Security Council said on Wednesday that it was appalled by the atrocities against civilians in the area, "in particular the setting on fire of Moslem houses and the shooting of entire families in two villages by Bosnian Croat paramilitary units".

Some 250 people, mainly civilians, have died in the Croat-Moslem clashes over the past few days.

Moslem-controlled Sarajevo radio said Croat forces had captured the

town of Vares, 35km north of the Bosnian capital. It accused the Croats of shelling Moslem positions around Kiseljak, to the west of Sarajevo.

The radio also said that 12 people died in the shelling of Gorazde over the last 24 hours.

In western Croatia, one Czechoslovak peacekeeper was killed and two wounded in a Croat attack on Gospic, amid mounting clashes between Croat and Serb forces.

## EC states split over carbon tax controversy

By David Gardner in Brussels

CONTROVERSIAL plans for a European Community energy tax to combat global warming look unlikely to progress much further when environment and energy ministers of the 12 member states meet in Luxembourg today.

But the draft conclusions prepared for the ministers by senior officials of the 12 reveal a clear split which today's meeting may be able to paper over but is unlikely to resolve.

"The idea was to send a clear signal" to the June finance ministers' meeting, said one senior UK official. "But if

whom the final decision rests. Today's extraordinary "jumbo" Council of Ministers was called by the Danish presidency of the EC in the hope of getting a political agreement to introduce the tax when finance ministers meet in June.

But the draft conclusions

prepared for the ministers by senior officials of the 12 reveal a clear split which today's meeting may be able to paper over but is unlikely to resolve.

"The idea was to send a clear signal" to the June finance ministers' meeting, said one senior UK official. "But if

there's a split it will be a mixed signal."

The tax would put \$3 on each barrel of oil equivalent, rising to \$10 by the year 2000, half on the fuel content of all non-renewable fuel and half on its carbon content.

Germany, the Netherlands, Belgium, Italy, Luxembourg and Denmark all insist it is indispensable if the EC is to meet its commitment to stabilise carbon dioxide emissions at 1990 levels by 2000. At Belgium's proposal, they call in the conclusions for the tax to be recognised as "a key ele-

ment of the global strategy" to fight the greenhouse effect.

The UK has inserted the rival formula that "fiscal instruments at Community and/or national level may be necessary as elements of a global strategy" - an implicit reference by the government that its raising of fuel charges in the last budget will enable the UK to meet the emissions target without an EC-wide tax.

Ministers will today have to decide which of these counterposed draft amendments they steer closest to. The Danish presidency is hoping to blunt

the opposition of the poorest four EC states led by Spain, by proposing a three-year pause before they would have to introduce the levy.

France is equivocal about the mix of the tax, favouring instead a levy purely on fossil fuels in order to protect its extensive nuclear energy generation.

Supporters of the tax hope this week's promise by US President Bill Clinton to match the EC's emission stabilisation targets, along with US fuel tax plans, will strengthen their case. Introduction of the tax has been made conditional on

the EC's main trading partners adopting similar measures, to safeguard European competitiveness.

British officials were yesterday dismissive of the US moves, however. "These noises are still some way from meeting the Community's conditional targets," one said.

They add that European Commission studies, showing that purely national efforts to reach the EC stabilisation targets, along with US fuel tax plans, will result in a 3 per cent increase in CO<sub>2</sub> emissions by 2000, are "well within the margin of error".

## Ukraine alters key nuclear clause

By Oleg Mamayev in Kiev and John Lloyd in Moscow

UKRAINE'S parliament yesterday revived fears of a resurgence of nuclear tension in eastern Europe when it put into question the country's commitment to become a non-nuclear state.

In a closed session, the deputies in the Kiev parliament changed a key clause in a draft on military doctrine which read that Ukraine would in future become a non-nuclear state to read that nuclear weapons would stay on its territory.

The ultimate decision and technical means to fire the missiles remain in Moscow. However, Russian security analysts said this week that Ukraine was capable of developing

its own command and control system rapidly in a short period.

Despite the change, the draft doctrine fell some 37 votes short of being adopted when put to a vote of the deputies. According to Mr Stepan Khmara, a nationalist deputy, the draft was turned down because of continued dissatisfaction that it was "too mild".

Earlier, Mr Leonid Kravchuk, the Ukrainian president, had told a noisy chamber that the country must sign START 1 and claim non-nuclear status.

At the same time, Mr Kravchuk said that Ukraine had the right to expect greater compensation from the west for destroying the weapons. A senior official, speaking on condition of anonymity, said that "if the US had given money for this before, we wouldn't be having such debates today".

Ukraine has asked for \$2bn to help liquidate its nuclear weapon stock.

Parliament is due to return to the issue of the military doctrine next month. However, even liberal deputies were last night forecasting that the likely trend in the parliament was towards retention of nuclear force for the foreseeable future.

informal soundings and he has made it known he is anxious to see a new government formed as soon as possible to avoid a power vacuum. As yesterday's debate showed, the forging of a consensus round a government with broad parliamentary support could prove difficult.

During the debate Mr Mario Segni, the leader of the referendum movement whose political position has been boosted by the overwhelming endorsement of his referendum proposal to reform the Senate electoral law, avoided any suggestion he might be willing to head a new government. This contrasted with his offer to head a government in the wake of last April's general election.

However, Mr Umberto Bossi, leader of the Lombard League which controls nearly a third of the vote in northern Italy, backed the idea of a Segni government. The other political leaders were clear in stating what they did not want but less so in demanding what they wanted.

Mr Scalpino is expected to play a key role in brokering an agreement. It is the first time an Italian president has found himself in such a pivotal position, with the leaders of the main parties, who have traditionally dictated the choice of governments, having such reduced power.

In any event the Amato government will continue on a caretaker basis.

The EC's framework programme for research and development is the fourth since 1984, and appears to command

more funds than its predecessor. A straight comparison with the third programme, which was worth Ecus6.6bn between 1990 and 1994, is misleading because it does not take account of inflation.

In fact, member states have pegged research funding at roughly 4 per cent of the overall EC budget. Mr Ruberti said yesterday he was concerned about the level of EC funding, particularly as the US and Japan spend more on R&D as a proportion of gross national product than the EC and its member states.

Mr Ruberti said concentration on fewer areas would mean a reduction in funding in some sectors. He said one of his principal aims was to address the problem of fragmentation of research policy across the Community, and the failure to disseminate the results of R&D.

will be divided

Saatchis  
in wings  
for debut  
of the  
Yeltsins

## NEWS: EBRD ANNUAL REPORT

Different currencies show different spending levels  Investment track record criticised  Disbursement a headache in East Europe

## Overspend at bank put at 20%

By David Marsh  
and Andrew Jack

THE European Bank for Reconstruction and Development's accounts show spending on overheads last year exceeded its budget by 20 per cent in terms of European Currency Units.

The bank insists that its costs - most of which are paid out in the British currency - were in fact less than budgeted when measured in sterling.

Overhead expenses net of government grants came to Ecu80.7m compared with the budgeted Ecu42.1m, up from only Ecu12.2m in the bank's start-up year at the end of 1991.

At the Ecu exchange rate at the beginning of 1992, the budgeted figure for last year was the equivalent of £20.1m. At the Ecu rate at the end of 1992, the actual amount spent was the equivalent of £40.4m.

Despite this, EBRD officials said yesterday that compared with the original sterling figures forecast for 1992, spending showed a slight fall.

EBRD officials said yesterday that the difference between the sterling and Ecu calculations partly reflected the impact of procedures for depreciation of capital spending. It said the discrepancy was also due to transactions carried out at the start of each year to translate the bank's income - denominated in Ecu, and accruing in a variety of currencies - into sterling for spending during the year.

This practice of "hedging" its Ecu income is meant to avoid exposing the bank to foreign exchange risks. In fact, it meant that the EBRD failed to benefit, as it would otherwise have done, from sterling's sharp fall against European currencies towards the end of the year.

The bank's overall administrative costs, including personnel costs, totalled Ecu96.2m last year, slightly higher than the budgeted Ecu55.2m.

The relatively small overshoot reflected the impact of lower-than-budgeted personnel costs, which amounted to Ecu45.5m compared with the budgeted Ecu45.5m - a fall



Smouha: lead partner in audit

which was presumably due to the decline of sterling during the year.

Mr Jacques Manardo, the principal accountant responsible for EBRD's audit, yesterday said he was fully satisfied with the internal controls operated by the EBRD. "It's a small, well managed operation. I don't perceive any lack of transparency," he said.

Deloitte Touche Tohmatsu won the audit for the EBRD after a competitive tender among the leading international accountancy firms.

The audit is co-ordinated from London, although the audit report is signed from Paris because that is Mr Manardo's base.

The lead partner on the audit is Mr Brian Smouha, liquidator of the collapsed Bank of Credit and Commerce International and a banking partner with Touche Ross, the DTT affiliate in the UK.

There are another four auditors in London, and about six more overseas, with auditing of loans and operations in eastern Europe co-ordinated by an accountant in DTT's Budapest office.

The accounts are prepared in accordance with international auditing and accounting standards, modified to meet the structure of the bank and certain EC regulations.

## You win some... you lose some...

Some bankers are questioning EBRD's expertise as well as its luck, reports Nicholas Denton

ANY investing institution has its share of successes and failures. The European Bank for Reconstruction and Development has proved no exception. It is unfortunate for the EBRD's reputation however that the bank's first and most closely watched equity investment, in Microsystem of Hungary, is one disappointment.

Microsystem, a leading private computer company, looked a good prospect when the EBRD in December 1991 approved an investment.

Eight software experts had founded the firm in 1983 with "some programming expertise, \$2,000 and a pencil." Microsystem rode the back of the personal computer boom to expand rapidly in the second half of the decade. The company evaded Comco restrictions on technology transfers, imported clones from Asia and added huge mark-ups to the prices charged to Hungarians.

In the early 1990s Microsystem diversified into telecommunications, a growing sector in eastern Europe. The company's managers did not, however, want to lose their independence by teaming up with a large western computer company.

So Salomon Brothers, the company's advisers brought in the EBRD as a core outside shareholder around which other investors would congregate. The EBRD paid \$3m (£1.85m) for a 17 per cent stake.

The bank held up the investment as a model. The transaction countered criticism that the Bank was dealing too much with state companies and institutions, rather than encouraging the nascent private sector in eastern Europe.

"Everybody was happy," says Mr Peter Vadasz, chairman of Microsystem. That is no longer so, as Microsystem's financial performance rapidly soured the relationship with EBRD.

But that depends on the investor community's confidence in the EBRD's judgment. The Bank cannot afford too many Microsystems.

## Attali pledges to triple EBRD investments

Anthony Robinson takes stock of the Bank's successes and failures in stimulating private enterprise

Hungary's Ikarus bus factory, the Czech republic's CKD tram factory and Škoda's locomotive plant, which used to supply the Soviet railways, face a similar dilemma.

The EBRD, according to Mr Ron Freeman, the head of merchant banking, is currently looking for ways of helping the institution with its mandate to focus exclusively on helping the former Soviet bloc develop democracy and private enterprise.

Particularly, he might have added, as it was taking off with a newly recruited multinational crew from 40 countries and heading for the turbulence of unprecedented problems demanding innovative solutions.

Take for example the case of Balkancar, the Bulgarian fork-lift truck maker, which used to work round the clock on a three-shift basis supplying cheap, rugged forklifts to the entire Comecon market.

Its plants now work two or three hours a day, hundreds of workers face layoffs, the plant faces bankruptcy - but throughout the former Soviet Union, forklifts are being scrapped because of the lack of elementary spare parts.

Searching for imaginative ways of keeping state-owned behemoths afloat is not strictly speaking part of the EBRD's mandate.

It is expected to allocate 60 per cent of its funds to private enterprise.

Unfortunately, privatisation has hardly started in Bulgaria, bank reform is incomplete and thus far less than \$100m (£65m) of private investment has flowed into this Balkan neighbour of warring Serbia.

Mr Alexander Bozov, head of the Bulgarian privatisation agency, says: "We are disappointed with the EBRD

because it has not yet finalised any projects here. But I have to admit that's largely our fault because we have not prepared any concrete proposals either."

The list of EBRD projects approved last year, as detailed in the annual report, reflects the wider experience of the World Bank, the IMF and private investors who have all concentrated their first efforts on those countries which have stabilised their currencies and have introduced privatisation, banking and bankruptcy laws and reformed their tax systems.

The bulk of approved EBRD projects are in the Czech republic, Hungary and Poland. Private investors have put \$7bn into these three states - but little elsewhere in the 22 countries in which the EBRD operates, except for a few potentially big, capital-intensive projects in resource-rich, private-investment-welcoming new republics like Kazakhstan.

Mr Attali pledged that the rate of disbursement of EBRD financing would triple this year as projects in the pipeline came to fruition and key reforms, especially banking

Dolmel venture in Poland, and has co-financed the Pilkington glass project in Huta Siedlce and Luccini of Italy's modernisation and acquisition of the Huta Warszawa steel works.

The EBRD's initial emphasis on co-financing western projects, on financing endless technical studies, pilot privatisation projects and its cautious, commercial approach to lending to fledgling local entrepreneurs has its critics in eastern Europe as well as London.

Until now, however, the figures show that it has proved easier to make co-financing deals with the existing international institutions, banks and private companies than to lend to fledgling local entrepreneurs with no real track record and little chance of attracting funds from private banks or other sources than their own.

The classic deal of this kind was EBRD's modest Ecu102m (£60m) contribution to Volkswagen's eventual Ecu3.49bn commitment to Škoda in the Czech republic, followed by its part financing of Air France's investment in Czechoslovakia Airlines.

In Poland the EBRD contributed Ecu5.5m to ABB's Ecu15.4m extension to its ABB

nuclear safety facility.

Significantly however, two of the latest EBRD initiatives are directed at helping the growth of private banking in eastern Europe. It has just subscribed to 20 per cent of the shares of Ion Tiriac bank, the leading privately-owned bank in Romania, and a 28 per cent stake in Poland's Wielkopolski Bank Kredytowy. The bank is also involved in the complex Polish scheme involving 180 companies which figure as bad loans on the books of Polish banks about to be privatised.

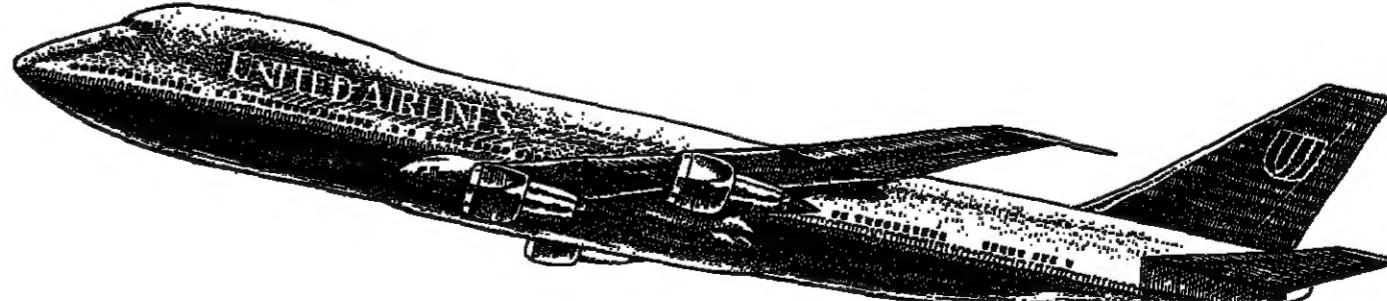
In these cases the EBRD stepped in where private western banks have thus far been reluctant to tread. Eastern Europe is a risky part of the world for pioneers.

Given the banks' cost structure and organisation it is not able profitably to make loans smaller than around Ecu5m.

But by lending to fledgling local banks which are equipped to exercise due diligence and assess the creditworthiness of small to medium private companies the EBRD hopes to be better able to fulfil its mandate to help the emerging private sector.



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# Tired Yeltsin may win apathetic Yes

A faltering president has fought a wooden campaign, failing to inspire the Russian people

By John Lloyd in Moscow

**T**HE Russian referendum on Sunday is likely to be as fateful a vote as any which Russians have made in their brief period of statehood. But the campaign has not been inspiring.

Mr Yeltsin, on his own admission yesterday, is exhausted. He has acted like it he appeared briefly at a heavy metal rock concert outside the Kremlin on Wednesday night with an aide supporting his elbow (though perhaps it was the appalling sound from the loudspeakers which made him queasy).

On the campaign trail he has rejected the opportunity to energise and inspire his fellow Russians. Instead he has chosen largely to ignore them. His public appearances, as yesterday in Izhevsk in Udmurtia, have been curt and downbeat; his speeches bland, his message crudely simplified.

The referendum itself is the result of horse trading between a president and parliament who had grown not just to distrust but to hate, each other. The original impulse of Mr Yeltsin to seek a simple vote of trust, was amplified at the last Congress of People's Deputies in early April into a four-question ballot on trust, approval of the government's economic and social programme and early elections for president and parliament.

The outcome is uncertain: polling in Russia is in its infancy, and the better established organisations - like Minen (Opinion) point to wide regional disparities and a very high proportion of people still undecided.

The consensus is that Mr Yeltsin will win on "trust", may lose on support for his economic programme and that those voting either for or against the two questions on early elections for parliament and presidency will not have sufficient numbers to cross the threshold of 50 per cent of the electorate required by these two questions.

Insofar as Mr Yeltsin and his associates have elaborated themes, they have been simple and stark. Mr Yeltsin has posed the choice as being between himself and chaos - and communist chaos, at that. In this he has been supported by a number of his ministers.

Mr Andrei Kozyrev, the foreign minister said in Arkhangelsk earlier this week that "a No vote would mean that Russia will be forced back into isolation and confrontation with the world". Mr Anatoly Chubais, the deputy prime minister for privatisation, said that "battle hardened communist forces", already attacking his privatisation

## This man Yeltsin



MAYOR OF MOSCOW: outlining his plans for the city



PARTNER WITH THE WEST: sharing the limelight with Group of Seven leaders at their summit in Munich



LEADER OF THE PEOPLE: celebrating with a tank driver the restoration of constitutional government after the failed coup against Gorbachev



LEADER OF THE PEOPLE: celebrating with a tank driver the restoration of constitutional government after the failed coup against Gorbachev



A TROUBLED MAN: holding back tears at the funeral of his mother



PRESIDENT OF RUSSIA: delivering his acceptance speech to parliament

drive, would "wholly reverse" the reforms if the referendum was lost.

Against this, the opposition have focused on the issue of corruption, undoubtedly striking a popular chord. Since the scabrous speech by Vice-President Alexander Rutskoi to parliament last week, much attention has focused on his allegations of criminality or criminal negligence against the government and inner circle of Yeltsin advisers.

Yesterday the prosecutor-general's office said it was investigating allegations that defence minister

Pavel Grachev was involved in a swindle involving property belonging to Soviet troops in Germany.

How far Mr Yeltsin himself has been touched by this cannot be ascertained - though his press secretary expressly denied a story published by Pravda alleging that he had built himself palatial dachas in various locations in Russia.

For the poor, who form a large proportion of the Russian population and who - on polling evidence - are largely against Mr Yeltsin, the undoubted corruption of state offi-

cials is a terrible added insult to their mean lives.

To offset such sentiments Mr Yeltsin has issued a series of decrees over the last two weeks which have been markedly aimed at buying support: one doubled the minimum wage to Rbs4,500 a month, albeit still below the poverty level.

The real issues facing the country - the largely unfulfilled prospects of economic reform above all - have not had much of an outing - certainly not from the president,

whose most animated utterance yesterday was when he shouted to a crowd of supporters in Izhevsk that "I have come to solve all your problems".

Beneath the surface, a scarcely-disguised anxiety is evident among the radicals who still form the economic backbone of Mr Yeltsin's team. Mr Yegor Gaidar, the former prime minister, warned in St Petersburg on Tuesday that "a retreat has started in economic policy and forces are at work which could restore state control over the econ-

omy".

Mr Chubais, asked about Mr Yeltsin's appointment of his long-time associate Mr Oleg Lobov as first deputy prime minister for the economy, saw it as the possible reassertion of the rule of Gosplan, the once-dominant central planning ministry.

Mr Yeltsin has said he will resign if he loses. He may, of course, change his mind if he is persuaded that to hand over power (as the constitution demands) to General Rutskoi would be to betray his

## Vast logistical effort across 9 time zones

By John Lloyd and Gillian Tett

THE Russian referendum on Sunday is a vast logistical exercise. Across nine time zones of a huge land mass, electoral commissions are preparing ballot papers and electoral lists to allow Russia's estimated 107m voters to give a "da" or a "nya" to four questions:

- Do you trust the president?
- Do you approve of his social and economic programme?
- Do you want an early election of the president?
- Do you want early elections of the people's deputies?

Each one must be answered separately.

Evidence is mixed but signs are most people will have the facilities to vote despite threats by some republics and regions to boycott the poll.

An example of how the referendum will be organised can be seen at the voting station in the Lenin Rayon district of Saransk, in the autonomous republic of Mordovia.

The Saransk electoral commission was first alerted in January, but preparations were put on hold during two months of infighting between parliament and Mr Yeltsin.

"We were given only two weeks to prepare but we will manage,"

"We have to do a lot of work in a very little time," says Mrs Yelina Lyudmila Ivanova, chairwoman of the 14-strong electoral committee for Lenin Rayon.

The young nurses must first verify the district's 2,000 voters, then write out invitations, vote and address 2,000 envelopes and dispatch them by hand. When they come to the polling station the voters will exchange their slips for a ballot paper, go to curtained booths, and make their choice.

"We have a lot of experience from the Soviet time," says Ms

Larissa Vitalieva. "We had a debate about whether it would be appropriate to use red banners [from the communist period] and decided no. But it's a pity we won't be able to put on a show as beautiful as we did then."

The votes will take some days to count, especially from remote rural stations, with official results unavailable until the middle of next week. First results from the cities should be known late on Sunday night or early Monday morning. Western-style exit polls are not expected to be used.

The president's men are worried by the possibility of a low turnout, and by the refusal of some regions or republics to provide polling stations. Mr Sergei Filatov, chief of staff to Mr Yeltsin, said on Tuesday that their polling showed a possible turnout as low as 53 per cent.

He said that, according to their information, only 73 per cent of the voting districts were "technically ready" to conduct the referendum.

Mr Yeltsin felt it necessary to issue an order this week which specifies that the militia must turn out in force to ensure order during polling.

## Yeltsin's fire has faded since his experiences at this month's Congress

supporters turned out in the muddy streets to cheer the presidential cavalcade, Mr Yeltsin refused to give them more than a few stiff waves and a weak smile as he dashed between a series of closed-door meetings.

His visit to Izhevsk had been billed as the last leg of his pre-referendum campaign, a campaign which has taken him across Russia's provinces.

But he told those assembled yesterday: "I have come for a working visit, not for political meetings or campaign speeches."

At the izhmash Weapons Enter-

prise, Mr Yeltsin briefly regained a flash of his old campaigning style when he stopped to wave and speak to the crowd gathered next to an old statue of Lenin. "I have come to solve all your problems," he announced majestically before striding into the plant to discuss with city leaders the problems of conversion of military plants.

But such glimpses of the old campaigner have been few and far between. Last week he read out a prepared statement to journalists as though seeing it for the first time, then answered questions in an off-hand manner, coming alive only

when he said he would resign if the referendum was lost.

He was perfunctory in Novokuznetsk in Siberia 10 days ago, rushing through meetings looking impatient and ungracious. In Vladimir last Sunday he walked in the Easter procession but said little of note.

Vice-President Alexander Rutskoi, the only Russian politician who approaches Mr Yeltsin's popularity, claimed before parliament last week that the ruling power structure, and in particular the president's closest circle, was corrupt and pursuing self-enrichment while Russia languishes in poverty.

In the face of this, Mr Yeltsin has not recovered the fighting spirit which was his trademark and his boast. A month ago, addressing the nation on television, he said: "I am determined to act resolutely... if political squabbling is not halted, if no resolute measures are taken to resolve the political crisis, if no powerful momentum is given to the economic reforms, the country will be pushed into anarchy."

Yet the resolute action faded away during the Congress of Peoples' Deputies this month, where at one stage reeling on his feet, he begged for a compromise with those

with whom he had said no compromise was possible. The experience of that Congress seems to have made him lose heart.

Mr Yeltsin was right in his speech: the country is indeed threatened, if not with anarchy, certainly with a further descent. Mr Yevgeny Yasine, director of the Expert Institute of the Russian Union of Industrialists and by no means an opponent of Mr Yeltsin, said last week: "The government is weak and resorts to populist measures... this year will not become the turning point in our struggle against the crisis, and we will meet

the year 1994 with a weak state power and ineffective state regulation."

Mr Boris Fyodorov, the deputy prime minister in charge of finances, put it yet more starkly on April 7: "By giving money to this or that sector we have so far averted catastrophe but in six months hyperinflation will finally exhaust the economy and the budget will collapse. The financial and credit system will break down soon afterwards."

All this would happen, said Mr Fyodorov, if the resolute action Mr Yeltsin has promised is not taken. But first he must win the referendum, and yesterday in Udmurtia he refused to predict the outcome of Sunday's all-Russian vote.

## Support for Yeltsin in the Mordovian republic is unlikely to be strong

## Cold comfort in rebellious Saransk

By Gillian Tett, recently in Saransk, Mordovia

RUSSIAN constitution he is still president, supported by Mr Yeltsin and the local militia.

The drama unfolding in Mordovia reflects a battle occurring in many regions between reformist governments and conservative parliaments.

"What is happening here is a drive by the communists to regain power. The same thing is happening across Russia and in Moscow," says Mr Guslyannikov, a former engineer.

Across the square in the sugar pink building of the Mordovian parliament, deputies insist the newly written Mordovian constitution makes the president powerless. "The president can say what he wants, but no one obeys his orders," says Mr Nikolai Biryukov, chairman of the parliament, and a long time Communist.

Earlier this month the Mordovian parliament, dominated by former Communist apparatchiks, moved to oust Mr Guslyannikov, the Mordovian president, who, like Mr Yeltsin, came to power through popular elections.

Mr Yeltsin issued a decree declaring the move illegal and ordered it to reinstate Mr Guslyannikov. This week Mordovia's parliament stepped up its challenge, establishing a parallel government and constitutional court.

Mr Guslyannikov, who still insists that according to the

constitution he is still president, supported by Mr Yeltsin and the local militia.

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Mr Guslyannikov became president in the same year that Mordovians voted overwhelmingly for Mr Yeltsin in Russian presidential elections. In two years he has freed prices, started land reform, and attempted to hold new elections, the president's powerlessness.

These moves have met with stiff opposition from parliament, which, like the Russian parliament, is controlled by the communists.

The Mordovian parliament insists it wants to remain part

of Russia, not least because the republic is heavily dependent on Moscow's subsidies - the largely agricultural republic is one of the poorest in Russia.

But parliament's refusal to recognise Mr Yeltsin's decrees illustrates the confusion that surrounds the status of the Russian constitution and the degree to which Russia's regions are successfully challenging Moscow's control.

The local militia and most of the weary, im-strong population of Mordovia, a mixture of Russians and Finno-Ugric groups, remain aloof from the conflict, for the moment. Mr Biryukov has little outright

popularity, but Mr Guslyannikov's support has been crumbling fast as living standards have fallen and prices risen - only two people turned out to protest parliament this week.

But as the republic prepares for Sunday's referendum, this disenchantment seems likely to rub off on Mr Yeltsin too.

At a nursing college in Saransk, which is acting as a polling station, Mrs Larissa Vitalieva, an administrator, predicts that support for Mr Yeltsin will be weak. "Two years ago we believed so much and hoped so much... But the prices have gone up so much, and we see stupid people become millionaires and highly qualified people become poor."

In the countryside, a small band of new, private farmers remain solidly behind him.

However, most state enterprises are trying to ignore the power struggle, relying instead on Moscow for their trading license. "What we want is stability," sighs Mr Gennady Utkubayev, head of Mordovia's only commodity exchange. "How can we ever hope to run or reform an economy, when we have two separate governments, sitting in two separate buildings, to deal with?"

## Barnstorming campaigner seems to be losing will to win

Yeltsin's fire has faded since his experiences at this month's Congress

HAS President Boris Yeltsin the will to win? It has not seemed like it, so far, in this "campaign". The barnstormer of presidential elections two years ago has become a wooden figure, walking through engagements and stumbling through speeches, write John Lloyd and Gillian Tett from Izhevsk.

Yesterday he made a high-profile attempt to win the support of Russia's huge military industrial complex with a visit to the Russian republic of Udmurtia - hitherto one of the most militarised and secretive regions in the country.

But his appearance in the capital, Izhevsk, was far removed from the standards of western political campaigning. Although a small group of

supporters turned out in the muddy streets to cheer the presidential cavalcade, Mr Yeltsin refused to give them more than a few stiff waves and a weak smile as he dashed between a series of closed-door meetings.

His visit to Izhevsk had been billed as the last leg of his pre-referendum campaign, a campaign which has taken him across Russia's provinces.

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## NEWS: THE AMERICAS

Menem to unveil big loans  
and tax package next month

## Help on way for industry in Argentina

By John Barham  
in Buenos Aires

ARGENTINA is to introduce an ambitious support programme for its industry, battered by heavy import competition and declining prices.

Details of the package are not clear yet, but President Carlos Menem is expected to announce on May 1 measures including \$4.5bn in loans for industry and agriculture and elimination of several taxes, especially a 1 per cent tax on corporate assets.

The package will also include a "modification" in trade policy. This could include stricter enforcement of "fair trade" regulations, such as anti-dumping rules, as well as a new shift in import tariffs that were last adjusted upwards last October.

The package coincides with alarm over Argentina's widening trade deficit. Private economists now expect the deficit to rise to \$3bn-\$4bn this year, after a \$2.87bn trade gap in 1992. Originally, the government had promised the deficit

would fall by half this year. An Economy Ministry official denied the measures implied a softening of Argentina's free market policies. He said the \$4.5bn loans "are not incentives or tax exemptions or anything like that. They are directed at companies that have put their house in order."

The government's main objective was to increase companies' international competitiveness by reducing their operating costs and thus releasing pressure on an already overvalued currency, he said. Companies would borrow from the state-owned Banco de la Nacion Argentina at better terms than from private banks. This would force the banking system to lend more to capital-starved industry and less to consumers.

However, no firm figures are available on the cost of this package. Some economists claim the government's budget surplus is under great pressure. But officials say Argentina easily met IMF targets that called for a \$550m budget surplus in the first quarter.

## Alabama's governor guilty of funds fraud

GOVERNOR Guy Hunt of Alabama was removed from office yesterday after being found guilty of diverting to his personal use money raised for his inaugural ceremonies, writes George Graham in Washington.

Mr Hunt - who will be replaced by a Democrat, Lieutenant Governor Jim Folsom - was Alabama's first Republican governor since the reconstruction period after the civil war. He faces up to 10 years in prison, but could be reinstated if the conviction were overturned on appeal.

A Montgomery jury found Mr Hunt guilty of violating the state ethics law by using \$200,000 (£130,000) from a fund intended to help pay for his 1987 inauguration to buy personal property and pay off personal debts. Mr Hunt said he had used the money properly to pay off debts from his unsuccessful 1978 campaign for governor.



Balancing act: President Bill Clinton searches for a mark on the floor as he prepares for a photo session with east European leaders in Washington

## Merck price line rebuffed

By Paul Abrahams

PROPOSALS by Merck, the largest US drugs group, on how the industry should respond to political pressure over pricing, were rejected yesterday by another company, Warner-Lambert.

Merck's chief executive, Mr Roy Vagelos, has proposed limiting price increases on all prescription products to the rate of inflation plus 1 per cent.

He suggested that drugs groups should sign contracts with the government and pay revenues from excess price increases to improve access to health care.

Pfizer, Eli Lilly, Amgen and

Schering-Plough have all adopted the plan.

However, Mr Melvin Goodes, Warner-Lambert's chief executive, has refused. "This is not an industry proposal. It's a Merck proposal," he said.

Price controls did not work, he claimed, and he believed the Clinton administration would not implement them.

The announcement exposes a split in the US drugs industry over how to respond to increasing political attacks on its pricing policies. During the late 1980s, many groups incapable of driving volume growth compensated by increasing prices.

Warner-Lambert is a classic example of a struggling phar-

maceuticals group, according to analysts. Most of its recent historic growth has been generated by price increases.

Its main volume-growing product, Lopid, a cholesterol-lowering product, has been hit in recent months by price competition. Earnings are being driven mainly through rationalisation. Mr Goodes said his company would generate 7.8 per cent sales growth this year.

So far, 13 companies, including Upjohn, Eli Lilly, Lederle and Syntex, have agreed to limit price increases, on average, to the rate of inflation. This allows them to raise some prices more than the rate of inflation, while cutting others.

## Brazil to target inflation

By Bill Hinckley  
in São Paulo

BRAZIL yesterday turned its attention to the expected announcement of anti-inflation measures, following an overwhelming vote in a plebiscite on Wednesday to retain a presidential system of government.

The government has said it will make an announcement about economic policy after a cabinet meeting called by President Itamar Franco for tomorrow.

Administration officials have advanced few details of the measures, although Mr Eliseu Resende, the finance minister, has been at work on policy

since he took over his portfolio in early March.

The government appears set on reducing the monthly inflation rate from its present 27 per cent to about 17 per cent by the end of this year.

Mr Yeda Crusius, planning minister, reiterated at a meeting this week with business leaders in São Paulo that the government was not preparing an economic shock plan, or price freeze, that would "break contractual obligations".

She told executives to expect a reaffirmation of privatisation plans, efforts to encourage foreign investment, and moderate increases in spending on social programmes.

One probable measure is that

three zeros will be trimmed from the cruzeiro.

Final referendum results are not expected until this afternoon, but exit polls confirmed predictions of an easy victory for the pro-presidential camp.

Fifty-eight per cent of voters opted to maintain the current presidential system, against 26 per cent who wanted a change to a parliamentary system, and 16 per cent of voters who rejected both options, according to the Datafolha polling service.

Voters also showed - by a 71 per cent to 11 per cent margin - their preference for the republican form of government over a monarchy.

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# Rising yen prompts criticism of US

By Charles Leadbeater  
in Tokyo

JAPANESE business leaders, senior government officials and politicians yesterday stepped up their criticism of US economic policy towards Japan as the yen rose to another post-war high against the dollar in Tokyo.

The dollar closed at Y110.20, down Y0.15 from its Tokyo close on Wednesday. The yen has appreciated rapidly in the past week mainly driven by comments last weekend by President Bill Clinton that a stronger yen would help to reduce Japan's trade surplus with the US.

The yen's continued rise is confounding the hopes of Mr Kichi Miyazawa, the prime minister, that the appreciation would run out of steam with the help of intervention by the Bank of Japan. If the yen continues to rise Mr Miyazawa will come under increasing pressure to take a tougher line to resist US demands for Japan to adjust its economic policies towards US priorities.

Mr Masaru Hayami, chairman of the Japan Association of Corporate Executives, said Mr Clinton's remarks were "strange", "indiscreet" and "difficult to understand", terms of criticism in the language of Japanese politics. Mr Hayami said the stamp in the dollar would damage the US economy by fuelling inflation



Muto found Clinton's remarks to be 'deplorable'

and increasing pressure for higher interest rates.

A senior official at the Ministry of Trade and Industry echoed Mr Hayami's remarks. Mr Yuji Tanahashi, Miti vice minister, said the yen's rise could stifle the recovery in the Japanese economy, which the US has urged to create higher demand for imports, as one of the most important ways to cut the Japanese trade surplus.

Meanwhile, Mr Kiharu Muto, the recently appointed foreign minister, is fast establishing a reputation for outspoken criticism. Mr Muto, who on Wednesday described Mr Clinton's remarks as deplorable, yesterday attacked US trade policies designed to open up the Japanese market.

Mr Muto said the US market for manufactured goods was more closed than the Japanese market. He said the increase in the value of the trade surplus was partly due to the rise in the yen and Japanese companies' decision to increase the price of their exports to avoid anti-dumping actions by the US government.

The frailty of the Japanese economy was underlined by a 3.4 per cent fall in household spending in February compared with the year before. Average spending by salaried workers fell 0.7 per cent while that of non-salaried households fell 8.4 per cent.

Spending on transport and communications rose 12.6 per cent, and spending on clothes just 1.6 per cent. However spending on food, health care, furniture and household appliances fell, with education expenditure down 13.8 per cent and that on housing 13.8 per cent lower. The slide in consumer spending was reflected in sharp profit falls at several leading retailers yesterday.

The machinery industry forecast a 0.7 per cent increase in sales for the year to the end of next March, reflecting the prolonged slowdown in corporate investment.

Meanwhile, regional officials of the Finance Ministry, meeting in Tokyo, forecast the economy would begin to recover, albeit modestly, from the second half of the financial year.



A defendant holds the Koran and chants as an Egyptian military trial of 49 Moslem militants ended yesterday. Seven were sentenced to death for attacking foreign tourists and conspiring to topple the government. Reuter reports from Helikstep, Egypt. The court ordered life prison sentences

with hard labour for three defendants. A further 22 were given jail terms ranging from two to 15 years, and 17 were found not guilty.

Those condemned to death were charged with five specific gun and bomb attacks on tourists which killed a British woman and wounded nine other foreigners.

## US to start talks with N Korea

By John Burton in Seoul

THE US is likely to start high-level negotiations soon with Pyongyang in an attempt to solve the North Korea nuclear weapons issue, the South Korean government said yesterday.

"Negotiations are now under way [to hold the talks] and, as far as I know, the time is getting ripe," said Mr Lee Kyung-jae, the South Korean presidential spokesman.

The announcement followed a visit to Seoul by Mr Peter Tarnoff, the US under-secretary of state for political affairs, who will represent the US in its discussions with North Korea.

North Korea has long sought high-level contacts with the US as the first step to achieving diplomatic recognition by Washington. But Mr Tarnoff told the South Koreans that the forthcoming talks are a special event to solve the nuclear issue and do not represent a prelude to regular US-North Korean contacts.

Contacts between the US and North Korea have usually been limited to meetings between consular officials in Beijing.

Some western diplomats in Seoul, however, describe the proposed US talks as the first concession North Korea has won since it announced withdrawal from the nuclear non-proliferation treaty last month.

South Korea has been urging the US to hold direct talks with Pyongyang because it believes the meeting could persuade North Korea to reverse its withdrawal decision and accept nuclear inspections by the International Atomic Energy Agency.

Other ministers include seven from factions of the Pakistan Muslim League, the main party in Mr Sharif's coalition.

# SA violence brings out white fears

Business mood approaches new depths, Philip Gavith writes

**M** R Nelson Mandela, African National Congress president, this week issued a plea to whites not to leave the country. He said South Africa had no chance of prospering without their skills. For white South Africans it was a timely recognition from the country's most important black leader that they too are an important constituency whose needs must be considered.

Since the assassination 10 days ago of Mr Chris Hani, the prominent activist, South Africa has heard much about black anger. But the other side of black anger is white fear, and there has been a lot of it about.

Local radio chat-shows have been awash with calls from whites anxious about their future, and removal companies have reported the usual upturn in inquiries from those planning a quiet life elsewhere.

In its own way, the death of Mr Hani was as much a shock to white South Africans as to blacks. Many white liberals described the week after Mr Hani's death as the worst of their lives. This was an expression not so much of physical fear - of spears tapping on the windows, in the words of one - as of depression and foreboding.

At one level this makes little sense: the number of deaths per day has remained below levels prevailing earlier in the year. What it illustrates is the fragility of spirit in the white community. Although most whites favour the reform process there are grave fears about what the future holds.

White politicians have sought to calm their constituency, but the assurances they really need can only come from black leaders whose attention recently has been focused rather more on their own support base. Mr Mandela's comments at a small Johannesburg gathering on Wednesday represented progress, but would have had much more impact if spoken at a mass rally or on prime-time television. As it was, few newspapers reported them.

These factors, together with the depressed economy, have already nearly throttled investment spending. Reserve Bank figures show that South Africa's investment rate (gross domestic fixed investment as a percentage of gross domestic product) has fallen from an annual average of over 23 per cent in the period 1985-1985 to a post-second world war low of 15.9 per cent in 1992. This figure barely covers depreciation.

Mr Derek Keys, finance minister, has made fostering business confidence a priority, but was recently forced to confess that his efforts so far had borne little fruit. The ANC does not see business as a constituency and hence is largely silent on the issue. Indeed, the ANC's political and economic pronouncements continue to have a net negative effect on business confidence.

## Conservative leader dies after surgery

DR ANDRIES TREURNICHT, leader of the pro-apartheid Conservative party, the official opposition in South Africa's white-dominated parliament, died yesterday aged 72, AP reports from Cape Town.

Dr Treurnicht was dubbed "Dr No" for his rigid resistance to political reform. A fire-and-brimstone preacher of the Dutch Reformed Church, he entered parliament in 1971 as a candidate of the ruling National party and eventually became a cabinet minister whose portfolios included public works, tourism and state administration.

As early as the 1970s, his conservative views clashed with movements toward reform in the governing party. Dr Treurnicht was suspended as the party's Transvaal provincial leader in 1982 and weeks later resigned from the cabinet to form the Conservative party.

His party suffered an embarrassing defeat last March when whites voted overwhelmingly in a referendum to support Mr de Klerk's reforms.

prominent Conservative party supporters, have been arrested for questioning about Mr Hani's slaying. Neither has been charged.

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The death comes at a difficult time for the party, which has opposed President FW de Klerk's reforms to dismantle apartheid and had one of its most prominent leaders implicated in the assassination of Mr Chris Hani, the ANC activist.

Dr Treurnicht had warned of chaos if the black majority was allowed to run the country, but he distanced himself and his party from violence and from militant right-wing groups such as the neo-Nazi Afrikaner Resistance Movement.

In the past week Mr Clive Derby-Lewis and his wife Gaye, Dr Treurnicht's chief whip, said Dr Treurnicht died in a Cape Town hospital several days after undergoing heart bypass surgery.

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If Nigeria can secure an Easf agreement with the IMF, it could qualify for debt relief from the Paris Club under the Trinidat terms, involving a write-off of 60 per cent of the loans and longer payment periods for the rest.

## Holiday bonus from downturn

By Charles Leadbeater

THE Japanese economic downturn is at least bringing an unaccustomed benefit to the loyal ranks of Japanese workers: longer holidays.

Most of Japan is preparing to shut down from the end of next week for the annual "golden week" holiday, when more than 1m Japanese tourists are expected to take advantage of the yen's recent

strength to travel abroad. A Labour Ministry survey published yesterday suggests most will have slightly longer than usual to enjoy their travels. The ministry's survey of about 1,300 companies found that the average company was providing its workers with 5.5 days holiday, an increase of half a day from last year.

However at some particularly hard-pressed companies the annual holidays are being

## Blackout imposed on HK talks

By Tony Walker in Beijing and Simon Holburt in Hong Kong

BRITISH negotiators yesterday imposed a news blackout on details of their talks with Chinese officials on the future of Hong Kong after three and a half hours of discussions in a secluded Beijing diplomatic compound.

A British embassy official said after the talks that he was "not even permitted to use an adjective" to characterise the meeting.

In Hong Kong Mr Chris Patten, the governor, said that any agreement reached in Beijing would have to command broad support in the colony and in its Legislative Council.

Mr Patten told the Legislative Council, Hong Kong's law-making body, that it was Britain's aim to remain true to undertakings it had made to the people of Hong Kong about the openness and fairness of the important agreement between the two sides.

This latter was a reference to Beijing's claim that Mr Patten's proposals for a broadening of democratic reforms in

elections due in 1994 and 1995. "We have not travelled this far to abandon those undertakings now," he said.

The forcefulness of his presentation gave little cheer to those who might be expecting a British climbdown.

Before the two sides sat down in Beijing, Sir Robin McLaren, Britain's ambassador to China and head of the British team, described himself as a "professional optimist", and said that the British side was looking forward to a "successful outcome".

China's chief negotiator, Mr Jiang Enzhu, vice foreign minister, told reporters that "the Chinese side has sincerity in the talks and it is my hope that the talks will yield positive results on the basis of the important agreement between the two sides".

In the talks, Mr Patten is expected to stress the importance of Hong Kong's autonomy and its right to self-government, and to insist that the colony's unique way of life is not threatened by the changes.

British officials in Beijing expect the first round of Hong Kong talks to last between three and four days, but a resolution of the problem could take months. They are warning that a successful conclusion is not guaranteed.

Britain will be seeking agreement on a specific plan for leg-

islative reform that is acceptable to the Chinese side.

Kinshasa, the official Chinese news agency, quoted Mr Jiang as saying that the two sides had agreed that the talks would be based on the Sino-British Joint Declaration, the principle of convergence with the Basic Law and relevant agreements reached between the two countries.

Differences of interpretation over these documents and agreements lie at the heart of the bitter dispute that has developed between Beijing and Hong Kong.

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## Indian investment increases

By Farhan Bokhari in Lahore

THE INDIAN government approved foreign investment proposals worth Rs42.9bn ( \$905m) between August 1991 and last December, more than eight times the Rs5.3bn level in the August 1990-December 1991 period, before India embarked on its liberalisation programme in July 1991, writes Shifraz Sidhva in New Delhi.

According to the Ministry of Industry's annual report yesterday, as many as 1,528 foreign collaborations were approved in the latest period, including 692 approvals involving foreign equity of Rs39.5bn, more than 32 times the foreign investment approvals of Rs1.2bn the last time.

The US continues to be the leading foreign investor in India, accounting for Rs27.8bn or nearly 80 per cent of the total approved, according to the Indian Investment Centre, a government organisation for the promotion of foreign private investment.

Other countries which committed investment are Switzerland (Rs9.6bn), Japan (Rs6.5bn), Thailand (Rs3.7bn), the UK (Rs1.9bn) and Germany (Rs1.8bn).

Officials say there has been a spurt in investment during the first three months of 1993, despite the setback caused by riots and a series of bomb blasts in Bombay.

## Bhutto's husband appointed

By Farhan Bokhari in Lahore

On Sunday, Mr Khan dismissed the government of Nawaz Sharif, Ms Bhutto's successor, who had sought to strip the president of his powers to remove governments and appoint the chiefs of the armed services. The president called elections for July.

The appointment of Mr Zardari, one of four ministers in the new government from Ms Bhutto's Pakistan People's party is a further sign of a rapprochement between Ms Bhutto and the president as a result of a rapid shifting of political alliances within Pakistan.

As opposition leader, Ms Bhutto repeatedly accused the president of supporting a campaign to victimise her supporters, including the laying of false criminal charges. However, she moved swiftly to take advantage of the constitutional dispute between Mr Khan and Mr Sharif, declining to use her party's votes to back Mr Sharif.

Mr Zardari is one of 17 new ministers in the caretaker government. Finance minister Mr Farooq Leghari, deputy leader of the PPP, and planning minister Mr Hamid Nasir Chatta, were sworn in on Sunday along with Mr Balkhi Sher Mazari, the interim prime minister.

Other ministers include seven from factions of the Pakistan Muslim League, the main party in Mr Sharif's coalition.

It is not clear if the president will seek direct talks with Ms Bhutto until the nuclear issue is resolved.

There are also continuing concerns about management of state resources. Since taking office at the end of December the council has tried to account for all export earnings, but the exercise is not com-

plete.

World Bank officials in Washington and western government analysts estimate that the proceeds from 200,000 barrels of oil a day are inadequately accounted for. Total production is around 1.8m b/d.

It is thought these receipts go directly into so-called "dedicated accounts" earmarked for specific purposes or projects, but details remain difficult to obtain.

Western government and IMF officials have said that they want to monitor the new

medium-term economic strategy for 1993-96 to a meeting of the Paris Club co-ordinated by the World Bank.

Nigerians have suggested this could take place on June 12.

The government has yet to give a date for the promised action.

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WITH WRITES

## The big guns head off a trade war

By Lionel Barber  
in Brussels

**T**HERE was relief mixed with enthusiasm in Brussels yesterday as officials digested the last-minute compromise on the EC-US dispute over public purchasing rules.

The partial deal struck between Sir Leon Brittan, EC trade commissioner, and Mr Mickey Kantor, US trade representative, avoids a nasty spat. As late as Tuesday evening, the dispute risked escalating into a tit-for-tat trade war, wrecking hopes of progress in the Gatt Uruguay Round.

More positively, the compromise establishes a key principle: the progressive, reciprocal opening of markets in the government procurement market. The US still intends to proceed with sanctions because the deal does not cover telecommunications, but these will be taken only.

Like Mr Kantor, Sir Leon is a lawyer. In effect, he agreed this week to a plea-bargain. In return for a light sentence, he has acknowledged that "Buy European" legislation unfairly closes the EC procurement market; but he has persuaded the US to gradually start drop-

ping "Buy American" legislation at federal and state level.

Right up until the final transatlantic telephone call on Wednesday evening, it was unclear whether the two men could find enough common ground to avoid a trade war.

Sir Leon, perhaps the staunchest free trader inside the 17-strong European Commission, was desperate to prevent the procurement dispute spilling over into the Gatt trade talks. His fear was that the Clinton administration's aggressive trade stance could provoke an anti-American backlash in Europe.

Yet Sir Leon also recognised that Mr Kantor needed to show the US Congress and US companies that tough tactics had produced some tangible successes. The hope is that both men have found a deal which will play to their respective domestic constituencies, though one EC official said yesterday there might not be enough blood to assure EC trade hardliners.

The heart of the dispute lies with Article 29 of the EC utilities directive which entered into force on January 1 1993. The law gives a 3 per cent price preference to EC bidders



Sir Leon Brittan: desperate to prevent procurement dispute spilling over into the Gatt trade talks

for any government contract and allows an EC bidder to ignore an offer if the bidder has a European content of less than 50 per cent.

The US can now point to the EC's agreement to waive Article 29 covering heavy electrical equipment such as steam turbines - a market valued at \$1bn a year. In return, the EC can point to the removal of all restrictions against EC bids from the five publicly-owned federal electrical utilities, plus the Tennessee Valley Authority - a market which is valued potentially at \$5bn-\$10bn.

EC officials said yesterday these concessions should lead to the eventual elimination of "Buy American" clauses at "sub-federal" or state level - the lucrative market for building bridges, airports,

rapid transit, or buying school buses. These are currently effectively closed to EC companies.

According to the deal, the administration will approach the governors of all 50 states about the withdrawal of this legislation. Some 33 states have expressed general willingness to consider dropping the clauses.

Separately, both sides have agreed to remove all outstanding restrictions on each other's companies bidding for contracts to supply goods and services to central governments. This is a potentially huge prize, allowing EC and US companies to bid for services ranging from software to supplies to the US Army Corps of Engineers.

The final twist in the deal is

a joint study to identify market barriers in government procurement rules and to ensure each side plays by comparable rules. The study could last a year, but the result would be a yardstick for negotiations on the thornier subject of telecommunications.

Sir Leon's broader aim appears to be to include telecommunications in a future multilateral deal, as part of a Gatt agreement on market access. For a comprehensive deal on the Uruguay Round is the prize he wants most.

The signs are that he is building a relationship with Mr Kantor, but aides say he has still to master the latter's baseball jargon. With the season just started in the US, Sir Leon has at least shown he can play in the major leagues.

## Airlines of the world post third yearly loss

THE WORLD'S airlines lost money for the third year in succession in 1992, according to the International Civil Aviation Organisation (ICAO), a UN agency, Daniel Green reports.

It said that operating revenues of scheduled airlines, excluding flights within the Commonwealth of Independent States, rose to \$212bn (£140.3bn) from \$203.4bn in 1992. Operating expenses rose to \$213bn from \$204.4bn.

The 4.2 per cent growth in revenues was in line with an ICAO prediction a year ago.

The ICAO's 1992 figures also indicate that pressure on profit margins increased on the freight side, with revenues per tonne per kilometre falling from \$0.924 to \$0.887 between 1991 and 1992.

Costs per tonne per kilometre fell from \$0.93 cents to \$0.883 cents.

Freight traffic more than halved on the busiest routes such as the north Atlantic, despite big efforts to improve efficiency and a deep discounting price war.

Both the structural and sectoral issues which the current US trade team says it wants to address have been discussed in the past. But this time the US administration's emphasis is on economic issues as a strategic priority and on achieving quantifiable results, says an official from Japan's Ministry of International Trade and Industry.

## Japan to hear familiar litany of complaints

By Michio Nakamoto in Tokyo

At the same time the Clinton team is not as ideologically committed to free trade as previous Republican administrations.

Mr Brown is likely to reiterate Washington's unhappiness with Japan's \$46bn (£30.4bn) trade surplus and the need to obtain concrete results in tackling the issue.

The new framework for bilateral consultations on trade agreed last week between Mr Clinton and Prime Minister Kiichi Miyazawa is expected to take firm shape in the months ahead.

In addition to its currency stance, which has allowed the yen to rise sharply against the dollar, the new bilateral trade framework will form a key pillar of Washington's strategy on correcting the trade imbalance.

Japan needs little reminding so soon after the bilateral meeting in Washington last week, which left no doubt where the priorities of the US under President Bill Clinton lie. Even Japanese trade officials who have been through the same show often in the last 10 years fear this time they may be in for a tougher confrontation.

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## Cuba bartters its sugar

ITALGRANI, the Italian cereals and foods group based in Naples, has signed a £100m (£62m) agreement with Cuba to supply semi-finished food products in return for sugar, writes Haig Simonian in Milan.

The deal is a further sign of the current revival in counter-trade for countries with problems obtaining hard currencies or in economic difficulties.

The Cuban economy has faced a growing crisis following the gradual withdrawal of

aid and supplies from the former Soviet Union. It has also suffered from the fall in price of some raw-material exports, notably sugar.

Italgrani will supply cereals, vegetable oils and pasta products, worth about £100m, in return for Cuban sugar of a similar value.

Italgrani's deal, double the size of a similar one between July and November last year, will take effect in the second half of this year.

## EC-US move revives world trade hopes

SIGNS that the United States and the European Community aim to contain their dispute over government contracts have raised hopes for a revival of the long-stalled Uruguay Round world trade talks. Reuters reports from Geneva.

Both Sir Leon Brittan, EC trade commissioner, and Mr Mickey Kantor, US trade representative, who together shaped the partial accord, have said they are determined to push on to end the round successfully.

The dispute, in which both the US and the EC claimed their companies were often excluded from access to the other's lucrative public contracts, was

partly settled on Wednesday. At one stage it had appeared to be a serious threat to wrapping up the Uruguay Round, which is widely seen as offering a much-needed boost to the ailing world economy.

One trade envoy in Geneva, where the round is negotiated under the aegis of the General Agreement on Tariffs and Trade, said yesterday he was not unduly concerned that the two sides still retained some mutual sanctions over telecommunications. Even with such measures, "it looks as though they will be trying to quarantine the dispute and get on with the major job - fixing the round," he said.

A senior diplomat from an exporting state said he was heartened by what he saw as an effort by the US and the EC "to maximise accord and minimise the discord" on the procurement issue. "They seem to be concentrating their minds on the bigger prize - the round," he said.

However, some envoys and analysts involved in the round negotiations doubted whether the two key trading powers were ready to make a big effort to advance the cause of international free trade.

One expert expressed the hope that the partial accord would be a "step towards a wider government procure-

ment agreement that could be reached alongside a multilateral accord inside the round". But he thought it would take a lot more than that to convince people they were moving towards negotiating seriously and wrapping up the round.

Other diplomats and officials said they were not convinced that the administration of President Bill Clinton had yet decided to make the talks, originally due to have been completed in December 1990, a major priority.

The US and the EC have to settle all their own differences before the 100 odd other countries in the round can effectively be brought back into the process.

**IN 1969,  
ONE MAN  
TOOK A  
GIANT LEAP  
FOR  
MANKIND.**

Oh yes, and some astronauts landed on the moon.

When they come to write the history of the 20th century, the summer of '69 will surely merit a chapter of its own.

The Beatles sang 'Get Back' on a London rooftop, there was a vibrant new President in the White House, and the eyes of the world were turned skywards as Neil Armstrong prepared to set foot on the Moon.

Away from the public gaze, a different band of pioneers was preparing to step into the unknown. But

in this case the destination was not a Sea of Tranquillity, far from it. Fifteen metre waves and hurricane force winds were the lot of the early North Sea explorers, searching for oil and gas three kilometres below.

History records that both sets of men accomplished their missions. For the crew of the spaceship Apollo, their adventures were largely over.

For the oilmen they had just begun. In November 1970, BP duly announced

the discovery of their huge 'Forties' field. Hardly a single day has passed since without an act of sacrifice or courage on their part.

BP  
For all our tomorrows.

Giant platforms, taller than Big Ben, have been engineered and positioned in the teeth of the storms.

Pipelines have been laid for hundreds of kilometres beneath the waves.

And of course, new discoveries made: the 'M' fields, off England's North East coast were discovered by BP just last year.

The Beatles never sang together again, Richard Nixon turned out to be, well, Richard Nixon and no astronauts have exceeded the achievements of Neil Armstrong and his men.

But how magnificently has all the promise of that golden age been fulfilled, by the North Sea explorers from BP.



# Strikes by state workers may be outlawed

By John Authors  
and Ralph Atkins

A RADICAL plan to severely limit strike action by British state sector workers is being considered by the government as an option for thwarting a threatened boycott of school tests by protesting teachers.

Mrs Gillian Shephard, employment secretary, is backing a proposal that would end immunity from court action for strikes aimed principally at preventing employees performing statutory duties.

An amendment could be made to the Trade Union Reform and Employment Rights Bill which reaches its final stages on Monday in the House of Lords, Britain's upper chamber.

A government decision on whether to legislate will depend on today's ruling by the Appeal Court on a case brought against one of the main teaching unions by Wandsworth Borough Council in south London. The union, the National Association of Schoolmasters/Union of

Women Teachers, is boycotting preparation for the tests.

Mrs Shephard's proposals would mark a further substantial tightening by the government of Britain's trade union laws and set the government on a fresh confrontation with the trade union movement.

Details of the plan were disclosed in a letter dated February 26 from Mrs Shephard to Mr John Patten, education secretary, and leaked to the National Union of Teachers. The tone of the letter suggests the government has devoted

considerable effort to drawing up tough options for heading off the teachers - and perhaps strikes by railway workers.

Mr Patten has announced a review of the National Curriculum and associated tests but has refused to offer further concessions to the teachers.

Last night, however, it was unclear the extent to which Mrs Shephard had backing from Cabinet colleagues - or whether her proposals could be introduced in time to allow this summer's tests to proceed.

Mr Norman Willis, general

secretary of the Trades Union Congress - the umbrella body for most large unions - said the move would be "offensive" and "heavy-handed".

Mrs Shephard's letter says disputes could be outlawed, "where the principal or sole demand is that workers should not be required to do work which is necessary in order to carry out a specific statutory duty on the employer".

It also says a more radical plan to remove immunity from any industrial action that interfered with the perfor-

mance of statutory duties, "would be highly controversial and would be attacked by our opponents as tantamount to the removal of the right to strike" from public sector employees. She adds: "I do not think we should contemplate going that far."

Legal experts suggested Mrs Shephard's proposals could be difficult to enforce, and lead to a mass of litigation. Employers' statutory duties have multiplied in recent years, partly thanks to the growth in health and safety legislation.

chased or agreed to buy, cable television franchises in north-east England. Mr Marc Noblet, managing director of General Cable, said the project would involve investment of more than £500m over 10 years.

## Britain in brief

### Drug industry attacks state health policy

The Department of Transport yesterday defended its plan for a traffic separation scheme off the southern tip of Shetland.

Lord Donaldson, chairing the inquiry into the Braer disaster, accused the department of designing the marine equivalent of a "two lane highway" when an ordinary road would have been sufficient. The department said a simple sea-lane or a recommended route, as suggested by Lord Donaldson, would run the risk of causing tanker collisions. The inquiry resumes next Tuesday.

### Rifle design off target

Thirty-two modifications have been required on the army's standard rifle, the SA80, since it went into service seven years ago.

The Commons defence committee has been told that the army was now "entirely satisfied" with the weapon. Problems included faulty triggers, firing pins that broke, magazines that fell off and bayonets which became detached. Modifications, carried out on 60 per cent of the 307,000 rifles delivered, would add about 9 per cent to costs.

### Expense ruling for ministers

Controversy over government help towards the private legal expenses of Mr Norman Lamont, chancellor, has led to revised rules on the use of public money for matters related to ministers' personal affairs.

The guidelines say "great care" must be exercised when public funds are offered towards personal costs. The public accounts committee expressed regret that the Treasury had not highlighted in its accounts the decision to pay £4,700 towards the cost of evicting an unwanted tenant from Mr Lamont's private home.

## London exchange considers buying Nasdaq system

By Peter Martin  
Financial Editor

THE London Stock Exchange has decided to consider a computer system from Nasdaq, the US exchange, as a replacement for its Seaq trading system.

Parts of the Nasdaq system will be considered as an alternative to the exchange's own proposed new system, which is being developed by Andersen Consulting.

The decision to consider both systems was made by the Stock Exchange board yesterday. The board also agreed to concentrate on "core functions", and to transfer the exchange's Topic electronic information system to two outside vendors, Telesure of Switzerland and ICV of Woking.

The Nasdaq decision is a victory for five big City securities houses. They commissioned a study from Booz Allen, the management consultants, which concluded that it would be better to buy a system from another stock exchange. Some houses lack confidence in the exchange's ability to develop systems, after the failure last month of its planned Taurus automated settlement system.

The board is clear that it will invest in supporting a market system and we are looking anxiously at making a final decision on that in the

near future," said Sir Andrew Hugh Smith, stock exchange chairman. The two systems will be compared over the next month and the decision will be taken at the board's next meeting, in late May. There will be an independent assessment, which is likely to mean the appointment of a third set of consultants.

Sir Andrew stressed the choice would be between the exchange's own proposed new system, on which work started a year ago, and parts of the next-generation Nasdaq system. Mr James Spellman, of Nasdaq in Washington, said that the first elements of the new Nasdaq system would be distributed to customers this autumn, but that the whole project would take between five and seven years to complete.

The exchange has considered buying a system from Nasdaq twice in the last five years, most recently two years ago. But each time the decision has gone against it.

The exchange board said its core functions were: organising and regulating the UK central market in securities, running the Seaq International market in international securities, and acting as the legally-designated "UK competent authority" for listing securities.

## Irish premier sees need for conciliation

By Tim Coone, in Dublin

MR ALBERT Reynolds, the Irish prime minister, last night reiterated his wish to see a united Ireland but conceded that a more conciliatory approach was needed towards the Unionist community in Ulster.

In a keynote speech on policy towards Northern Ireland he also firmly ruled out any concessions on the Republic of Ireland's constitution as a precondition for renewed all-party talks.

Speaking at a fund-raising dinner in New York for his party, he said: "The Fianna Fail party is committed as one of its principal aims to the eventual establishment of a united Ireland, but recognises that realistically it can only come about through agreement and consent."

Mr Reynolds' statements are his strongest yet and appear to have been made in response to backbench criticism that his government's policy on the Ulster is being dictated by the Labour party, Fianna Fail's coalition partners.

Responding to Unionist leaders' insistence that the Republic must first drop its territorial claim to the province before any further progress in round-table talks can be made, Mr Reynolds said: "While we do not accept preconditions, we are not averse to the issues being raised".



On guard: an officer checks a trooper of honour in London yesterday for Crown Prince Abdullah bin Abdul Aziz, deputy head of the Saudi national guard - a potential customer for British tanks

## Rail union to ballot on BR peace plan

By Robert Taylor,  
Labour Correspondent

THE EXECUTIVE of RMT, the main rail union, is to ballot its 60,000 members employed by British Rail, the state-run railway, on a BR proposal to end the current dispute. No further action will be taken before the result is announced on May 14.

The union executive is recommending members reject

BR's final proposals, which were presented to the union earlier this week. These provide assurances on jobs and the extension of contract work.

The union has been seeking a guarantee of no compulsory redundancies and a moratorium on the extension of contract work. The dispute has involved two one day strikes which have cost BR at least £20m gross in lost revenue.

The RMT ballot follows its embarrassing deadlock on Wednesday night after nine hours of argument caused by the intricacies of the union's 80-year-old constitution.

A majority of the executive rejected BR's final offer but the requisite two thirds majority was not prepared to back a proposal to call a further one day strike for next Friday.

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## MANAGEMENT

**N**ine hundred and ninety-five accountants cannot be wrong when it comes to spotting a good financial deal. When Stoy Hayward asked its 1,000 employees whether they would like to receive up to one fifth of their salary in profit-related pay, only five were doubtful.

Accountants are not best known for risk taking, and at Stoy Hayward they have signed up to a scheme that appears to have little downside. If the company hits its profits target, employees will be better off by £1,600 a year. If the company exceeds its target, employees get their share of the extra. If it does worse, the scheme can protect employees so that if net pay terms are probably no worse off than before.

Stoy Hayward is just one of 4,000 UK companies that have introduced profit-related pay since it became available in 1987. This week the UK government announced that more than 1m people are receiving PRP, and the publicity generated has caused the telephones at the Inland Revenue to ring incessantly. More and more companies want to know how they take advantage of a scheme.

The original idea was that by linking pay to profits, companies could make their wage costs variable. Employees would be given an incentive to work harder, and in good times would reap the rewards, while in bad times would share the pain.

Roger Young, head of the Institute of Management, purrs over the latest figures. "It is very encouraging to see how profit-related pay is taking off. We need to keep our cost base as flexible as possible."

It is not clear, though, whether the scheme, which allows companies to pay employees up to £4,000 tax free, is working entirely as the government intended. In August the Inland Revenue closed a loophole which made it easy for companies to pay out PRP almost irrespective of their performance. But even with this route closed, the wizards at the accountancy firms appear able to come up with schemes to do more or less what companies want.

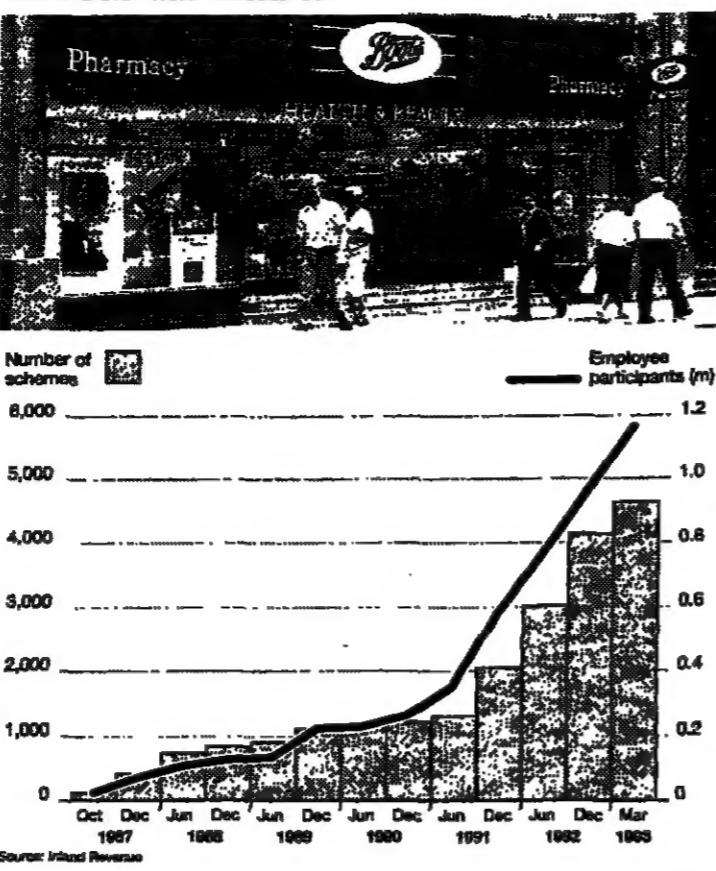
"If you design the scheme carefully you can safeguard employees when profits fall," says Sue Bartlett from consultants R Watson & Sons. Most companies re-submit a new plan every year; those that can predict their profits will be able almost to choose how much they pay out. Companies with more erratic profits can limit the effect that these fluctuations have on pay, and they can also put a cap on profits above which no further bonus need be paid out.

The promise of a big saving on the payroll - which might typically be around 6 per cent - is particu-

**C**ompanies and staff have much to gain and little to lose from tying pay to profits, writes Lucy Kellaway

## Nice little earner

How PRP has taken off



larly attractive during the recession. "Companies are using these schemes instead of a pay rise," says Bartlett.

This can be done in two ways, either by introducing PRP as a bonus paid in addition to existing salary, or by getting employees to swap part of their salary for a PRP.

A company that has taken the latter route is Asda Property, which is not paying out any more money this year but has introduced a salary sacrifice scheme instead. There are no fixed rules on how the tax

savings are shared between companies and employees, but Asda has passed on the full benefit to give employees a +5 per cent net pay rise.

The scheme works so that each month the company pays the same net pay to its employees as before, distributing the extra at the end of the financial year when the final profit figure is known. If the company badly misses its target, and has therefore paid out too much over the year, the Inland Revenue recoups the money from the employer, not the employee.

"You won't get employees involved if there is too much to lose," says Paul Huberman, finance director. "They won't agree to anything that would mean their monthly pay would fall, as they've got commitments to meet. After all, I can't blame my secretary if our profits go down."

However, because employees stand to gain if the profits go up, he says the scheme has focused their attention on the company's performance. The scheme has also proved popular because it gives the same benefit to all employees.

Most of the big companies with PRP have used it as a more tax-efficient vehicle for paying bonuses than existing schemes in which a profit-related lump is paid out at the end of the year. The largest company to do so is Boots, whose scheme covers 56,000 employees. The tax break has given a boost to the old arrangement - a bonus that previously would have been worth 6 per cent is now worth closer to 10 per cent. "The scheme gives our workforce a greater stake in the business. It means they switch the lights off at night and don't keep the machinery running," says Alan Hainsworth, remuneration manager. It also may have lessened pay claims, he argues.

The Halifax Building Society operates a similar scheme, which has paid out an annual bonus of between 2 and 10 per cent of employees' salaries over the last five years. According to David Thorntorow, an assistant general manager, "staff see that it is not a static give-away every year".

Some companies have shunned PRP because they prefer incentive schemes based on individual rather than group performance. But at both Boots and Halifax the scheme is seen as an addition rather than an alternative to individual incentives.

The flexibility of PRP means that a suitable plan can be designed for most companies - at least for those that are making profits. Those that have little to gain from them are those with very low paid workers - who pay little tax anyway - or with profits so volatile that they are impossible to predict. Companies may need to adjust pension funds to include expected PRP as part of final salary.

So far, very large companies have held back from salary sacrifice schemes. The main problem, according to Brian Friedman of Stoy Hayward, is one of communication. "We wrote to everyone setting out the terms. We then published a booklet about it. We invited staff to briefings, and we ran a help line to deal with individual inquiries."

The accountants themselves were convinced. They are now setting out to convince their clients.

CHRISTOPHER LORENZ

## Learning to live with a cultural mix



DO YOU work for an American multinational which is having trouble introducing a performance-related pay scheme in its French, German and Asian subsidiaries, even though it has worked well in Britain, Sweden and the Netherlands? Is your employer a German company which is struggling to apply Anglo-Saxon methods of "change management"? Or do you work for an Italian or Spanish enterprise which is experiencing schizophrenia over the new "matrix management" structure being imposed by its US or British parent?

If so, you're suffering from one of the most underrated aspects of management: culture clash.

If you tend to read only the best-selling business books, or listen just to the world's top management gurus, you will either be surprised by these problems or fail to appreciate their disruptive potential. For your management ideas will have been formed by a mixture of your own cultural experience and the dominant American view that there is "one best way" of resolving any issue - so that a company with a strong corporate culture will be able to bridge any national differences among its employees around the world.

Yet consider the evidence presented in a new book\* by Frans Trompenaars, a Franco-Dutchman who worked in nine countries for Shell before becoming a consultant to the oil group and several other sophisticated cross-cultural multinationals, as well as "learners" such as Mars, Kodak, Heineken, Philips, ICI and Apple. He has also compiled a database of the cultural characteristics of 15,000 managers and staff from 30 companies in 50 countries.

His conclusions contrast starkly with the notion that the world is becoming a "global village", in which a new generation of international managers will operate easily across borders. Instead, he argues that what works in one culture will seldom do so in another.

On performance pay, for instance, Trompenaars finds that

people in France, Germany, Italy and large parts of Asia tend not to accept "that individual members of the group should excel in a way that reveals the shortcomings of other members". On two-way communication, Americans may be motivated by feedback sessions, while Germans find them "enforced admissions of failure".

On more structural issues such as decentralisation and delegation, approaches that work well in Anglo-Saxon cultures, plus Scandinavia, the Netherlands and Germany, may prove disastrous in Britain, France and Spain.

Some of these differences are pretty obvious, and skilful companies have learned how to accommodate them. But in many cases, especially where the local culture bottlenecks up problems by discouraging open criticism, the gung-ho "universalist" manager will not even perceive them. All he or she will notice is general dissatisfaction or poor performance.

Trompenaars distinguishes seven basic, but finely nuanced, dimensions of culture. Five concern the way people deal with each other. They include: "universalism versus particularism" (behaviour based on general versus specific relationships); the slightly different "collectivism versus individualism" (group-based versus individual behaviour); a "neutral" versus expressive attitude to emotions; and the creation of status through achievement, versus what Trompenaars calls "affiliation"; this is similar to the usual juxtaposition of "personal" and "positional" power.

A sixth dimension concerns people's attitude to time, especially the future. The final one is whether, like most Americans and north Europeans, they strive to mould their environment, or whether they tend to go along with it more, like most Europeans

\*Riding the Waves of Culture. Economist Books. £20.

## LEGAL NOTICES

No. 00221 of 1993

IN THE HIGH COURT OF JUSTICE

CHANCERY DIVISION

IN THE MATTER OF BONAR CEREAL

PRODUCTS LIMITED

- and -

IN THE MATTER OF THE COMPANIES

ACT 1986

NOTICE IS HEREBY GIVEN that a Petition was presented to Her Majesty's High Court of Justice, Chancery Division on 1st April 1993 for the confirmation of the reduction of the Share Premium Account of the Company by £55,664,998 AND NOTICE is further given that the said Petition is directed to be heard before Mr Justice Peter Hodge at the Royal Courts of Justice, Strand, London WC2A 2LJ, on Wednesday the 5th day of May 1993 Any Creditor or Shareholder of the said Company desiring to oppose the making of an Order for the confirmation of the said reduction of the Share Premium Account should appear at the time of the hearing in person or by Counsel for that purpose A copy of the said Petition will be furnished to any person requiring the same by the undersigned Solicitors on payment of the registered charges for the same Dated the 23rd day of April 1993 CLIFFORD CHANCE 300 Aldwych Street London EC1A 4UH Tel: RWC Solicitors to the Company

No. 00222 of 1993

IN THE HIGH COURT OF JUSTICE

CHANCERY DIVISION

IN THE MATTER OF ANGLO UNITED PLC

- and -

IN THE MATTER OF THE COMPANIES ACT 1986

NOTICE IS HEREBY GIVEN that an Order of the High Court of Justice, Chancery Division, dated the 7th day of April 1993, confirming the reduction of the Share Premium Account of the above named Company and the Minus approved by the Court showing with respect to the capital of the Company as at the date of the reduction of the Share Premium Account of the above mentioned Company were registered by the Register of Companies on the 8th day of April 1993 Dated the 23rd day of April 1993 CLIFFORD CHANCE 300 Aldwych Street London EC1A 4UH Tel: RWC Solicitors to the Company

NOTICE OF APPOINTMENT OF JOINT ADMINISTRATORS

ROSEMARY GARNER GROWNS

(WHOLESALE) LIMITED

Registered number: 1896106 Nature of business: Agricultural wholesale distribution Trade classification: 12 Date of appointment of Joint Administrators: 13 April 1993 Name of firm holding the Administratorship: National Westminster Bank PLC Joint Administrators: N J Vough and C J Hayes Office holder numbers: 4398 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093,

## TECHNOLOGY

**With**  
**ix**

When Audi launches its latest top-of-the-range luxury car next spring it will be the culmination of one of the few joint venture projects between a European and a US company to have reached a successful outcome. For the car will be built mainly of aluminium, using technology jointly developed by Audi, the up-market subsidiary of Germany's Volkswagen group, and the Aluminum Company of America, the western world's biggest aluminium group.

How was it possible for companies with such different cultures to stay the course during the 11 years the project - called the aluminium intensive vehicle project - needed to come to fruition?

The answer, it seems, is that the bosses at both companies were personally involved at the start, were dedicated to the project, and never gave up pushing for its ultimate success.

Audi and Alcoa set themselves some daunting objectives and it was not clear until well into the project that these could be achieved. As Heinrich Timm, manager of the Audi team involved in the project and an engineer who has been with it since the start, says: "At the beginning nobody could guarantee that the concept would work."

The companies set out to design and build an all-aluminium car. But aluminium is much more expensive than steel, the traditional material used for car construction, so it was not going to be viable simply to substitute aluminium for other materials in most of the components.

Instead, the partners set out to design a car that had many fewer individual components and structures than were used in steel vehicles. This involved developing new aluminium alloys which would be safer than steel - which would crumple in a controlled way, for example, if a vehicle was in a crash.

At the same time, it was recognised that constructing an aluminium car would require a very different approach from the conventional car assembly line. New production processes had to be developed too.

Consequently, there were many times when the dedication of the men at the top was tested. There were times when engineers began to believe some of the objectives simply could not be reached; times when accountants asked searching questions about the budgets.

But the bosses would not accept defeat. At Audi there was Ferdinand Pisch, the "father" of the project and Audi's chairman, until he was promoted recently to become chairman of the Volkswagen group. He believed Audi was under-rated in the car market and deserved a "place at the top table".

**Audi and Alcoa are preparing to launch a tough but lightweight luxury car, writes Kenneth Gooding**

## Vorsprung durch aluminium



Audi's study for an all-aluminium sports car demonstrates the potential offered by aluminium for weight saving in car design

with German rivals BMW and Mercedes, and Jaguar of the UK.

He also believed that Audi would not gain this recognition by producing "me-too" cars which simply copied the virtues of those made by the competition. Audi needed to set itself apart by taking a technological lead over its rivals. With this objective in mind, 11 years ago Audi launched the world's first four-wheel-drive saloon car, the Quattro. Audi also started to use galvanised steel to make its cars more rust-resistant.

Pisch was already thinking about the next generation of Audi cars when he put his proposition to Alcoa. There it was seized on with enthusiasm by Fred Fetterolf, Alcoa's president until he retired two years ago, who could see it might well provide an important new market for aluminium. The joint venture was up and running in 1982.

Although many objectives were set, there were no deadlines. This removed a great deal of pressure from the Audi and Alcoa engineering teams but it also increased the chances that one or both of the

bosses would run out of enthusiasm or patience. In the event, it was the engineers who sometimes temporarily ran out of steam. "But whenever we suggested we should stop the project because we did not think we could find solutions, they said we must carry on," Timm recalls.

**'We have changed the rule that says the bigger and better the car, the heavier it must be'**

This backing, needed several times during the past 11 years, was unstintingly given even when Audi and Alcoa ran into troubled times. For example, Audi lost ground in its most-important export market, the highly-competitive US luxury car market, because of the bad publicity that arose when some customers experienced unexpected acceleration problems.

As for Alcoa, there were even

supply crises in the 1970s, when some of US group's senior managers seemed to have lost faith in the future of aluminium, a metal whose production process absorbs huge amounts of energy.

Throughout that difficult period Fetterolf remained steadfastly behind the AV (aluminium intensive vehicle) project.

"We are very happy with the association with Alcoa," says Franz-Josef Kortüm, who has taken over from Mr Pisch as Audi's chairman. "It works very well because both sides are dedicated to show the world this concept will work and can bring the world new technology. Alcoa is fighting for the aluminium story and we also have much to gain. We can make our slogan *Vorsprung durch Technik* come to life."

From the outset it was decided each of the companies would pay its own costs. It was expected that during the research and development phase those costs would fall about equally on each of them. From this early work they developed special aluminium alloys for a spaceframe, a skeleton-like car body structure,

composed of fewer than 100 extrusions and castings which can be welded by robots. This compares with the conventional car structure that requires spot welding of as many as 300 stamped steel components. The new aluminium alloys and castings processes improve the metal's strength and toughness, enhance its "crushability" - the ability to crumple evenly and predictably - and its shock absorption.

For car makers, the new technology offers several advantages: it cuts the weight of a car's body by about 25 per cent compared with traditional steel bodies without reducing the vehicle's size; it reduces tooling expense by as much as 50 per cent, and cuts the number of parts to be stocked and the time taken from design to production.

The partners agreed that, at a certain point, they would go their own ways with the technology. Alcoa has built a \$70m (240m) plant at Soest in Germany to produce the spaceframes and other aluminium components for Audi and will be offering the technology - and products from the Soest plant - to other car makers.

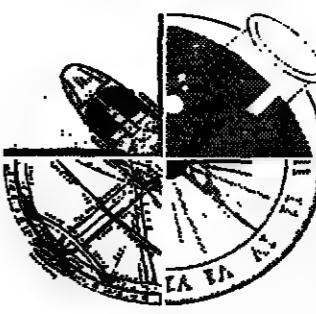
Audi has spent about DM1bn (400m) to bring its new luxury car to the market. Kortüm says: "This is our most important project. We are trying for the second time for success in this segment of the car market and this is a great challenge for the company. But we will set new standards in this segment. We have changed the rule that says the bigger and better the car, the heavier it must be. It is true that cars generally have improved enormously, but the weight has increased enormously too."

He says the new Audi will offer drivers "a new experience because of its light weight, stiffness and rigidity and safety". Many will find its performance and low fuel consumption astonishing. "And this is because it is built of aluminium."

Kortüm says, however, it is not yet possible to promise that all Audi's cars will one day be using this technology. At present the process is economic only for production runs of up to 100,000 cars a year but the partners are looking for ways to make longer runs viable.

In the meantime, before the new car is launched Audi's biggest marketing challenge, ironically, is to undo some of the aluminium industry's work in promoting the metal as the ideal, recyclable, material for beverage cans and other types of packaging. Kortüm says: "Our marketing must emphasise that all aircraft and rockets use this material. We must re-educate people so that they associate aluminium with high technology, not with something you throw away when you have finished with it."

## Worth Watching · Della Bradshaw



### Damaged goods sent packing

"Damaged in transit" is an all too frequent expression, but for many small valuable items, such as china or electronic components, it could soon become redundant.

Rapida Pak, of Bedford, has developed a packaging system that suspends delicate items in a flexible film inside a sturdy double-walled corrugated cardboard frame.

A sheet of the bio-degradable film, developed by Wolff Walzrode, in Germany, is stretched across the two halves of the cardboard frame. When the item is placed inside and the box closed around it, the film stretches to the shape of the product, holding it tightly in place. Rapida Pak: 0234 214896.

American country of Belize. The 25-month study of 1,000 10-year-olds, conducted by Kauko Mäkinen of the University of Michigan Dental School, showed that children who regularly chewed xylitol-sweetened gum had half the new cavities of children who chewed gum containing rival sweeteners.

The research was sponsored by Leaf, of Finland, which makes gum containing xylitol. Xylitol is found in fruits and plants and produced commercially from birchwood. Mäkinen says that unlike other sweeteners, xylitol helps neutralise plaque acids and promotes natural remineralisation. Leaf: UK: 0272 511122.

### Computers put in the picture

Japanese electronics company NEC has developed a computer system that can identify famous pictures from rough sketches drawn on the screen.

The Intellectual Image Search System uses pattern recognition technology to analyse the colour and composition of a sketch and matches it with the most appropriate image in its database.

As well as innumerable multimedia uses in education, NEC predicts that the system could be used to catch criminals by matching rough sketches drawn by witnesses to images on a police database. NEC: Japan, 03 3796 6311.

### Plain fax on a thermal printer

Many companies are considering whether to replace their thermal fax machines with plain paper models. Muratec, a subsidiary of Murata Machinery of Japan, believes it has come up with the best of both worlds - a thermal fax machine that prints on plain paper.

Because the F-70 uses inkfilm transfer thermal printing, in which the image is transferred from the inkfilm to the paper, the costs are stable - £5p a sheet. But the use of plain paper means the document does not fade, curl or need photocopying before filing. Muratec: UK, 0737 780178.

### Dental work to chew on

If you want to prevent tooth decay you should be choosy about the type of artificial sweetener in your chewing gum, according to research from the Central

### White mineral blocks the sun

For those who spend their summer holidays worrying whether the sun is damaging their skin, Mastax, part of the London School of Hygiene and Tropical Medicine, has developed a sunblock which, it believes, has advantages over existing cosmetic creams.

The lotion, a healthcare rather than a cosmetic preparation, contains the mineral titanium dioxide. It provides a sun protection factor of 15 against UVA and UVB rays.

Titanium dioxide provides the white pigment in paint. In the adult formulation of the lotion the whitening is minimised, but for children it is retained to indicate whether the child's skin has been completely covered. Mastax: UK, 071 631 4408.

## PEOPLE

### Liberty carries the torch for Cadbury



Hard on the heels of the appointment of two part-time directors, Liberty has decided to split the two top executive roles at the upmarket fabric and fashion group, bringing in Patrick Austen (right) from BTR as chief executive. Harry Webster (far right), who is 62, will remain as executive chairman.

John Pugh, finance director, denies the move was solely inspired by pressures from Brian Myerson, the London-based South African investor whose attempts to secure voting rights for all the company's shares at last summer's agm were roundly trounced but who still holds 15.71 per cent of the voting and nearly 8 per

cent of the non-voting stock. "Splitting the roles was on Mr Myerson's agenda, but it was also on Cadbury's agenda. Moreover, the search was made with a view to Harry's retirement in a couple of years' time. A happy coincidence," according to Pugh, who adds that the search has been going on for "not quite a year".

Myerson, meanwhile, who says he was introduced to the new man three weeks ago but was not directly involved in picking him, thinks he "has all the credentials to do the job. I spoke to him this morning and wished him lots of luck - and I don't mean that sarcastically."

Austen, 48, is being hired not

### Rose steps into Coleman's cast-offs

Burton, the UK fashion retailing group, confirmed yesterday that John Coleman had resigned as head of its Dorothy Perkins division. The company would not comment on the reason for Coleman's departure, but there is speculation that he is being considered for other senior retail positions.

He will be replaced by Stuart Rose, managing director of Burton's Evans chain.

Rose, 44, spent the first 17 years of his retail career with Marks and Spencer, 12 of them in the food division. For the final 18 months he worked at M and S's highly successful Boulevard Haussmann branch in Paris.

### Bowman bows out



He joined Burton in 1988 and worked as a buying and merchandising director at the Debenhams department store chain before joining Evans.

Rose's eventual replacement at Evans will be Nick Hollingsworth, managing director of IS, the discount retailer that comes under the Evans umbrella.

■ Oliver Whitehead, group chief executive of Babcock International, has been confirmed as Graeme Odger's replacement as group chief executive at ALFRED MCALPINE.

■ Dave Willett, president of Servomex Company in Boston, has been appointed a main board director.

■ Nicholas Harrington, finance director and company secretary, has been appointed to the board of ASPREY.

The search is on at accountants Price Waterhouse for a new chairman of its European firm, following the announcement that Sir Jeffrey Bowman, the incumbent, is to retire this autumn.

Sir Jeffrey, 58, has been chairman since the creation of the pan-European structure when UK and European firms combined in 1988. He has helped guide the integration of the firms since.

"I could go on until I am 60 in 1994 but I have been in pretty senior positions for about 11 years and I came to the conclusion that now was the right time for a change," he said.

## BULGARIA

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### FT SURVEYS

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Please note that all correspondence, including Annual Reports, should be sent to our new address from 26 April 1993 onwards.

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**W**hen Mr Sydney Mason, the autocratic 72-year-old chairman of Hammerson, retires this summer, it will be the end of an era for the property company he has dominated for the past 24 years.

Mr Mason has been virtually synonymous with the group since he took over as chairman from Lew Hammerson in 1958. Although he relinquished the post of managing director in 1988, the company is still perceived as his personal fiefdom.

His retirement will also mark the end of an era for the industry. Mr Mason is the last surviving member of the postwar generation of property tycoons, the last of the men of the old school.

Mr Mason's retirement is widely seen as long overdue. Nonetheless his colleagues talk reverently of his "gut feeling" for property, his instinctive ability to size up the value of a deal. "He has a nose for property; he can smell a deal," says Mr John Parry, Hammerson's managing director. "He is street wise."

Much of this nous comes from experience, a matter of knowing the finer details of every deal in the market. Mr Mason expects the same standards from his advisers. When he travels abroad to inspect a building, agents are well advised to memorise the details of every building on the route from the airport to the city.

For his part, Mr Mason credits the group's growth to "good luck" and "location". The advantages of sticking to central, prime locations has been at the heart of the group's philosophy. He is scathing about the foolishness of venturing into areas like the London Docklands. "Every British developer could have done the docklands at any point

# Hammer falls on the last of the old school

**V**anessa Houlder on the departure of Sydney Mason after more than four decades at Hammerson

over the past 20 years," he says.

Mr Mason claims that it was comparatively simple to build up a property group in a period when properties could be financed without relying on rising rent reviews.

"We started in a modest way and grew by internal growth."

But Hammerson's evolution was not a passive affair. Much of the skill behind its growth came in piecing together development sites without alerting potential sellers and forcing up land prices. The company put together 12 different sites for Woolgate House in the City of London, and assembled five sites for a retail complex at Brent Cross, the UK's first out-of-town shopping centre, which took 17 years to bring together.

Likewise Hammerson became noted for its ventures abroad. It developed properties and acquired companies in continental Europe, Canada, Australasia and the US, making it the most international of the large UK groups.

Mr Mason has described his early years in the business as one of "pirates and buccaneers". But in the second half of the 1980s, the group was increasingly criticised for being too cautious and failing to exploit rising property values.

When in 1988 Rodamco, a Dutch investment group, made a bid for Hammerson, it said: "During a period of buoyant growth in the UK property sector, Hammerson has

lost its way and has failed to take full and profitable advantage of an active market."

Rodamco's £1.3bn bid was foiled when Standard Life, the Scottish insurance group,

came to Hammerson's rescue. Standard increased its stake in Hammerson from 17.8 per cent to 29 per cent by paying £11 a share for its ordinary shares. Standard's loyalty has so far been poorly rewarded: the ordinary shares yesterday stood at £3.20.

But for all Hammerson's conservatism, the company has not been immune from investment disasters. In October 1981, it had to write off

£90m against a single property in New York. It has recently made a £12.9m provision against land at Mississauga in Canada.

Hammerson's international spread of businesses has also served it badly. It has been exposed to currency fluctuations while the simultaneous decline of most of the world's property markets has meant that it has reaped few benefits from its policy of diversification.

The group's net asset values and earnings per share have also fallen below the level of a decade ago. It is no longer the UK's third largest property company: both British Land and Slough Estates have larger market capitalisations. This week Hammerson announced it was to reduce by more than half its dividend, from 20.5p to 10p.

Its gearing of 11 per cent is acknowledged by the company to be too high, although Hammerson plays down its need to raise more cash. "You don't want to reduce your gearing too much at the bottom of the cycle," says Mr Parry.

Nonetheless, nothing can be ruled out until Hammerson's new management has got its feet under the desk. A rights issue may still be on the cards, perhaps to the tune of

Hammerson: end of an era

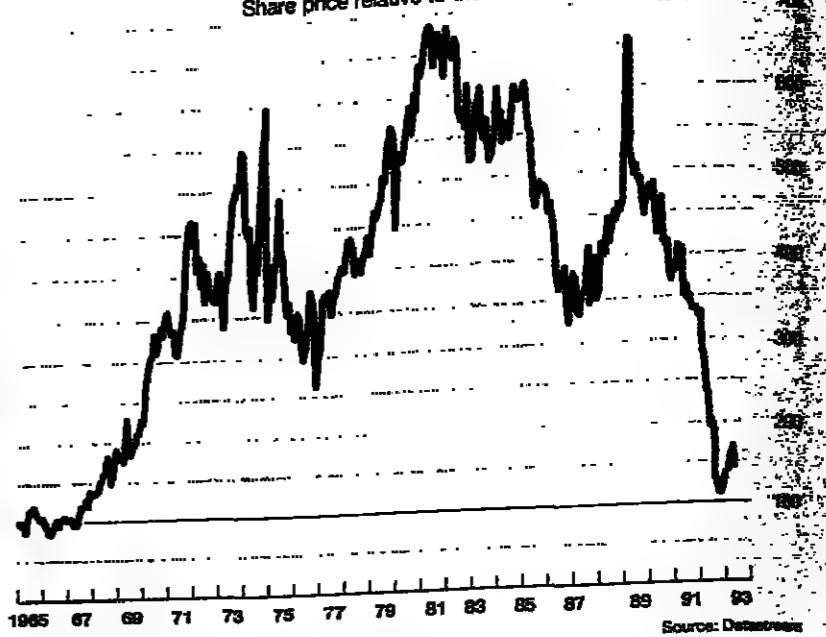


Sydney Mason



Geoffrey Maitland Smith

Share price relative to the FT-Actuaries All-Share Index



Source: Datastream

have had sustained growth in value, dividends and share prices, to go out at the bottom is sad," he said.

Although Mr Mason will maintain a link with the company as life president and a non-executive director, he will no longer exercise any real influence. "I won't be breathing down Ron Spinney's neck," he promises.

He is cautiously optimistic about Hammerson's future, playing tribute to Mr Spinney's background and knowledge. He says "time will tell" what the change of management will do for the company. "I can only hope it will be a highly successful decision," he says.

**Touche Ross**

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Elephantine: 'The Daughters of Cecrops Finding the Child Erichthonius', 1617, by Jordaens

## Ample flesh to the fore

Patricia Morison reviews Jacob Jordaens in Antwerp

**T**he subtitle for *Jacob Jordaens*, at the Royal Museum of Fine Arts in Antwerp, could be "The Triumph of Fat". As Americans put it, I have a problem with Jordaens - which is not to say anything against an engrossing exhibition, the most ample (*le mal juste*) exploration of Jordaens' art for a quarter of a century.

This exhibition marks the 400th year of the birth of Jordaens. Well selected, with paintings which give a full idea of Jordaens' huge output, the show makes a prestigious beginning to Antwerp's year as European Capital of Culture. Jordaens' reputation has had its ups and downs: in the last century he was hailed by Flemish nationalists as through and through a Fleming - earthy, sensual, cheery and scrupulously honest; and at a time when the fractured nature of Belgium grows more evident by the month, it seems fitting that the focus is once again on Jordaens.

Even by 17th-century standards, Jordaens was an extraordinarily fleshy artist which makes it hard for anyone to set on the 20th-century ideal of beauty to appreciate his work. His men and women swell, sag, and ooze from their clothes - when they are wearing any. As he grew older and lost his youthful bounce, figures which had at first boldly filled canvases became smaller but not leaner, leaving more room for sub-Rubens landscapes or squirming Baroque architecture. A Jordaens nude, highly appreciated in his day, can be a loathsome thing as in the elephantine blonde in "The Daughters of Cecrops Finding the Child Erichthonius".

Dogs, cows and horses abound in Jordaens' paintings, and he had a mania for parrots. Rubens generally had the accomplished Frans Snyders to add in the animals, but in Jordaens' equally prolific factory it seems much less clear who did what. Assistants busily recycled figures from the huge stockpile of drawings, plonking them on canvases with fine dis-

regard for relating them either to each other or to the setting.

Quality control lapsed to a degree which had not been true of Rubens' workshop. Whoever wielded the brushes, it is impossible to exonerate the master for sending out paintings as awful as the late "Mercury and Argus" (private collection), with cows like dollops of melting lard.

While Rubens and Van Dyck were alive, young Jordaens was regarded as third among the history painters in Antwerp. Unlike them, he never went to Italy. After they died, he became number one painter and had some very grand clients - including Charles I of England who ordered but never got a decorative cycle for the Queen's House in Greenwich.

The fascinating thing about this exhibition is the gulf in ability between Jordaens and his great predecessors. A Jordaens portrait can be pretty, as in the half-length "Portrait of a Young Lady" from Vienna. But he has none of Van Dyck's ability to convey refinement, intellect, nor languid melancholy. Time and again, his bravura painting of heads is let down by clumsy bodies.

Jordaens' Prado self-portrait with his wife and child is a lovely exception, but in many groups the figures tend to be hunched-mugger. A late portrait from the Hermitage of a man and two women is a collapsing mountain of satin and billowing white bosoms. The gentleman's leg sticks out in the most inelegant manner from under the skirt of a lady whose legs have apparently given way. One of Jordaens' regrettable cupids prods at her melon breast with his arrow. Dignified it is not, yet the artist has created a quite extraordinarily happy portrait.

Animal high spirits demonstrate the best of Jordaens, who has a gift for capturing smiles and laughter. He can make us smile, too, in the "Allegory of Fruiteness" from the Bass Museum in Florida, the tiger clutching grapes from a basket almost steals the scene. Subjects like "As

the Old Sang, So the Young Pipe" (versions from Antwerp, Valenciennes, and a private collection) and "The King Drinks" (from Brussels), have long been the most popular aspect of Jordaens.

Important and little-known religious paintings confirm the suspicion that dramatic scenes of grief and suffering were not Jordaens' strong point. His penchant for including contemporary peasants in religious scenes conformed to Counter-Reformation piety, but because they are such coarse brutes, the effect is a far cry from Zurbaran. "The Holy Family with Various Persons and Animals in a Boat" is quite as hilarious as the title suggests. The catalogue (in two volumes and very desirable) disputes the view that Jordaens' conversion to Calvinism had any effect on what he painted, or for whom. He was too much the professional for points of theology to make any odds.

The treat is the last room, a splendid finale. Here is Jordaens the tapestry designer - something for which he was tremendously in demand. Six Brussels tapestries, "The Riding School", are almost the complete set from one bought for a Habsburg wedding and still in Vienna. They look almost as good as new, their crimson and green hardly faded. Jordaens produced quite a few horse tapestries, an illustration for the current fashion for applying astrology to horse-breeding. Like people, horses had star-signs; a Renaissance edition of *The Racing Times* would have printed a horoscope for horses. These tapestries of Spanish-style dressage are magnificently exuberant and infectiously light-hearted. Gods, men and women, horses and peacocks, mingle on the friendliest terms. Here is the best of the world according to Jordaens.

Sponsored by Gemeentelekrediet and Sabena. Exhibition continues until June 27, 1993. Closed on Mondays; late opening Wednesdays until 9 pm

### Jazz/Garry Booth

## Bheki Mseleku

The concert began with promise, a burning jazz stick set behind the piano (a habit of Ibrahim's) before Mseleku walked on breathing rusty melancholia through the tenor as he did so. After some minor piano chords answered by Mseleku's grainy and nasal utterances were replaced by flurried notes, the tone of the long set was cast, however. Perhaps Mseleku, a gentle soul who dedicates his performances to "all the masters of spiritual enlightenment and the great avatars" and an exile from apartheid, was disturbed by the hideous events unfolding at home on that day, but this

was all too flat, too long. At other times, and in a group, the ragged technique which draws as much on Ellington as it does on the townships works up waves of ideas which humble out potentially. Alone on the South Bank, Mseleku seemed to struggle with initially interesting arpeggio runs which collided rather than ran together. Four movements of pre-occupied, superficially soothing improvisation later and Mseleku was still having trouble shaping ideas. Deliciously tender cadenzas sliding off the right hand side of the piano and the player's own quaver-

ing vibrato barely made up for the too naive art which went before. Eventually the addition of Tunde Jegede's kora for the last number added some depth to the delicate impro.

Munday's meanderings may not have been a good advertisement for the new solo album, *Meditations* (Samadhi SA CD 001), and will not prevent Mseleku from drawing eager crowds to his quartet's UK tour, but it does show that these are yet early days for this talented musician.

**Bheki Mseleku, Marvin "Smitty" Smith, Michael Bowie and Denis Baptiste UK tour: June 24, Cheltenham; June 25, Glastonbury Festival; June 26 Bradford Festival; June 27 Cambridge; June 29, Warwick University; June 29, Blackheath.**

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### Opera/Richard Fairman

## A Scottish 'Norma' to cherish

**O**ne of the enduring memories from my year at opera school is watching Caballe rehearse "Norma", tripping lightly along the coloratura up to top C's and down again. Unfortunately it never sounded as easy as that in the performances. The role seems to invite vocal mishaps, as when a later soprano at Covent Garden opened her mouth to deliver the crowning top note of her entrance aria and nothing came out.

What a pleasure it is after so many years of disappointments to come out of a performance in which the soprano had all the notes - the high, the low, the loud, the soft, all there for her to pluck from the air as deftly as a sprig of Norma's holy mistletoe. Jane Eaglen was the singer, to whom Scottish Opera has entrusted its new production of Bellini's opera. In recent seasons she has done them proud in several other roles and this was her due.

There are just a couple of ways in which she falls short of the ideal Bellini soprano and it is best to get those out of the way at the outset. The voice is not really Italianate at heart, not vibrant with emotion, open, intense; nor does she always drive home a phrase at the point where it counts (although I note that her final solo, "Deh! non volerl vitime", raised the emotional temperature enormously).

In every other respect this was a magnificent display of confident and secure singing. Miss Eaglen is more ambitious vocally now. Her "Imploro" to Adalgisa melted into the softest tone. The Adalgisa up to a high B in front of Orosio was a marvel of floated quiet singing from so big a voice. It comes as no surprise to

read in the programme that her future engagements are to be in Vienna, Chicago, Paris etc.

As this opera contains some of the finest of Bellini's music, it would seem to invite the sublime in a production, but all it usually gets is the ridiculous (remember Covent Garden's pack of neanderthal yokels galumphing around the stage? Judge's production has its share of the

ristle. The priestesses enter like a chorus-line of Druidic Tiller-girls, clad in the latest snazzy bronze body jewellery with multi-coloured fans on their heads, and they wield wicked-looking scythes.

But I must not mock. As productions of *Norma* go, this one at least has the advantage of an ingenious set, which gives us a real sacred grove, in which the Druids can attend to their rites; and Judge is one of the most able at working with his singers to bring drama, emotion and personality from the music. From Jane Eaglen he drew far more than the usual stock melodramatic poses.

It was unfortunate that the scheduled Polione was only able to act the role, while another sang from the side of the stage. Katherine Ciesinski sounded somewhat curdled of tone as Adalgisa, but she was brave enough to take the top part in her first duet with Norma, when other singers of the role usually shelter faint-heartedly underneath. Norman Bailey, looking a Merlin-like elder with long, white locks, was a suitably grave Oroveso.

John Mauceri conducted, giving us every note of the score as it is printed in most editions, plus the calm ending to the "Guerra" chorus, which Bellini cut from his autograph. The ornamentation, worked out during rehearsals, was among the most stylish of its kind. In fact, all told, this was among Scottish Opera's finest efforts: the company has provided a fine showcase for its world-class Norma.

Jane Eaglen: a world-class Norma

Production sponsored by the Peter Moores Foundation. Further performances at the Theatre Royal, Glasgow until May 6, then Aberdeen, Edinburgh and Newcastle

Independence.

Maughan shows how the war spoilt everybody's world. Even Mrs Ardisley, preparing for death, admits to her son that he is out of place in the modern world: "I'm pre-War". All this has a certain socio-historical interest today. The designer, Kit Survey, sets the Ardisley's drawing-room pointedly between a backdrop of English landscape and a foreground of burial crosses and Remembrance poppies.

Yet half the war stuff seems rather laboriously tacked on. The play is really just a diagram of the minor provincial gentry's pathetic decline. Every character is plainly a type. When blind, hard-headed Sydne says, "There blind, hard-headed Sydne is terminally ill, her son (Tim Sabel) is an invalid blinded in the Great War, her daughter Ethel (Harriet Bagnall) has unhappily married a mere common farmer (Colin Height), another daughter (Moir Leslie) is being driven bonkers by a life of spinsterly self-sacrifice, and a third daughter (Sarah Burghard) is tempted to elope with a married man just to win some

independence.

And so on. In his 1882 play *For Services Rendered*, Somerset Maughan catches all the angst and snobberies of the mid-war English upper middle class, and shows them up as a *laudes*. Frustration and disillusion are ready to burst forth. And they do, they do. Mrs Ardisley (Sylvia Syms) is terminally ill, her son (Tim Sabel) is an invalid blinded in the Great War, her daughter Ethel (Harriet Bagnall) has unhappily married a mere common farmer (Colin Height), another daughter (Moir Leslie) is being driven bonkers by a life of spinsterly self-sacrifice, and a third daughter (Sarah Burghard) is tempted to elope with a married man just to win some

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Yet half the war stuff seems rather laboriously tacked on. The play is really just a diagram of the minor provincial gentry's pathetic decline. Every character is plainly a type. When blind, hard-headed Sydne says, "There blind, hard-headed Sydne is terminally ill, her son (Tim Sabel) is an invalid blinded in the Great War, her daughter Ethel (Harriet Bagnall) has unhappily married a mere common farmer (Colin Height), another daughter (Moir Leslie) is being driven bonkers by a life of spinsterly self-sacrifice, and a third daughter (Sarah Burghard) is tempted to elope with a married man just to win some

independence.

Schiller knew his Shakespeare - as F.J. Lampert's Penguin translation (used here), underlines. The plot opposes two brothers, very much like Edgar and Edmund in *Lear*. The younger, Franz, plots against both his brother, Karl, and their father - wanting not only power but also Karl's beloved Amalia. Karl, banished, tries to brigandry, using violent methods to destroy the corrupt rich; and so, ironically, he becomes more criminal and sinful in practice than his wicked brother.

It would take a remarkably sophisticated team of actors to manage the melodramatic horrors in which Schiller steeps

this drama. Paul Miller's cast consists chiefly of young, good-looking actors. Several of them attend too much to surface details - brightly intense facial expressions and stiffly fidgety gestures - and too little to the fomenting Romantic energies beneath.

But, as Karl, Dominic Taylor

delivers a superb performance.

He is marvellously economical

and controlled, absolutely in control of every climax, thrilling in outcry, movingly sincere in quiet reflection. There are areas of Romantic despair and tragic destruction that he does not yet fill out, but he shows you the grand shape of this dark hero's mind with power, virility, stillness, and even wit.

And as the play proceeds, it sweeps everyone else up to his level.

At the Old Vic; limited season

## Schiller's 'The Robbers'

Independence.

Richard III and Richmond; but their concerns are right, wrong, justice after death, and the soul's immortality. As Schiller turns either brother's position into anguished metaphysical speculation, he comes close to such playwrights as Tirso de Molina or his (near contemporary and friend-to-be) Goethe. And *The Robbers*, which has often seemed an over-lofty play, as it climbs into yet loftier regions, surprisingly transcends itself, and becomes, in the last resort, wholly absorbing.

Both become prey to conscience. Near the play's denouement, they alternate in

soliloquies, like Shakespeare's Richard III and Richmond; but their concerns are right, wrong, justice after death, and the soul's immortality. As Schiller turns either brother's position into anguished metaphysical speculation, he comes close to such playwrights as Tirso de Molina or his (near contemporary and friend-to-be) Goethe. And *The Robbers*, which has often seemed an over-lofty play, as it climbs into yet loftier regions, surprisingly transcends itself, and becomes, in the last resort, wholly absorbing.

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And as the play proceeds, it

sweeps everyone else up to his level.

At the Old Vic, until May 1

Kunstforum Vienna Biedermeyer. Ends June 27. Daily

Historisches Museum Ferdinand Georg Waldmüller: 40 oil paintings by leading exponent of early 19th century Viennese Biedermeier. Ends May 30. Closed Mon

WASHINGTON National Portrait Gallery American Art at the 1893 World Fair: 100 paintings and sculptures displayed at the Chicago exhibition 100 years ago which helped redefine American attitudes towards the arts. Ends Aug 14. Daily

National Museum of American Art Masterworks from American Art Forum Collections 1875-1935: 64 works by Albert Bierstadt, Childe Hassam, John Singer Sargent, Edward Hopper and others. Ends July 5. Daily

National Gallery of Art Helen Frankenthaler (b1928): more than 75 prints and related drawings by the American artist who is credited with playing a pivotal role in the transition from abstract expressionism to colour field painting. Ends Sep 6. Also William Harnett, 19th century American still-life painter. Ends June 13. Old master and modern drawings from 16th to 20th centuries. Ends Aug 15. Daily

Textile Museum Faith Ringgold: 17 works by the Harlem-born artist, showing the influence of traditional African and Asian textiles in her politically charged story quilts, soft sculpture and painted cloth hangings. Ends Sep 19. Also Saito Sarape: 42 woven wearing blankets from north Mexico dating from the 18th and 19th centuries. Ends Aug 8. Daily

### EXHIBITIONS GUIDE

#### ARLES

Espace Van Gogh Alexei Jawlensky (1864-1941):

## Quiet on the eastern front

Obstacles facing developers could keep Berlin a divided city, says Judy Dempsey



The Berlin wall has crumbled but there are few new structures

can prove they are providing jobs and housing.

But that law was amended in 1992, enabling former Jewish owners the right to restitution. Mr Palmer had bought the disputed plot from the city council, before the law was changed. Mrs Frank wanted the 1992 version of the law applied so that she could get her property back. Both sides eventually settled out of court. It has taken Mr Palmer almost three years to resolve all the outstanding property claims.

"We soon discovered that many people were claiming rights over the property," said Mr Palmer. His staff spent hours in the Berlin land registry tracing the original owners of the land. In one case, 314 heirs were claiming a 600 square-metre plot of land. Mr Palmer said he paid former property owners the market value, which between 1990 and 1993 rose as high as DM30,000 (US\$130) a square metre - the highest in Germany.

In another case, finally resolved earlier this month, Mrs Hilda Frank, an elderly Jewish lady living in New York, wanted to reclaim her small plot of land, rather than seek compensation from Mr Palmer. Under the terms of 1991 legislation on compensation and restitution, investors in eastern Germany have priority over restitution from former property owners if they

Berlin was going to develop around our site. This involves building a street tunnel on the western side, and a huge underground railway station on the eastern side of Potsdamer Platz. We had to revise our plans several times so that they fitted into these changes," says Mr Wagner.

Other property developers say Berlin's divided coalition government presents particular difficulties. "The Christian Democrats and Socialists can't make up their minds if they will allow high rise buildings. They keep changing their minds about what buildings should be torn down in eastern Berlin. Sometimes I feel they are overwhelmed by the task of uniting the city," says one French planner.

Some politicians have tried to make it easier for developers. Mr Wolfgang Nagel, head of the planning department, is committed to making Berlin open for investors and developers. But really, very little can be done in this city without connections, money, and a big name," said Mr Wagner. "You also have to remember that many of the planning experts in the government moved to the private sector after 1989, so you are dealing with inexperienced officials."

The problems of settling property rights' claims and obtaining planning permission

means that developers must take a long-term view. "You don't come to Berlin and develop with the fast buck in mind. This is a long haul. The Japanese are here because they believe that Berlin, in the future, will be a very important city in the heart of Europe. There's going to be a need for high-quality office space," explained Mr Wagner. Berlin has only 3 square metres of office space per capita, compared with Frankfurt's 12, and Dusseldorf's six.

"Berlin is underdeveloped. There was no need to think about an office infrastructure before 1989," said Mr Palmer. The need for office space is likely to increase, following the decision by the federal government to move Germany's ministries from Bonn to Berlin.

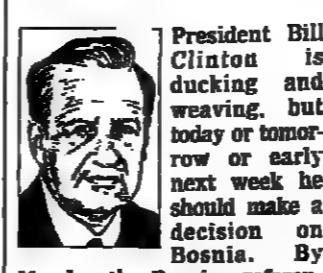
No date has been set for the move, which is expected to take several years, but President Richard Von Weizsäcker has said he will move his official residence permanently to the new German capital by the end of 1993.

Property developers, however, do not believe the move by the government will push prices much higher than their present levels. "The euphoria of late 1992 has gone, the rush to buy property at any price has subsided," said Mr Julian Rudd-Jones, a planner for Stanhope, the British developer. "The price of land has stabilised," he said.

But the price has stabilised at a very high level - between DM10,000 and DM15,000 a square-metre - and construction costs can be prohibitive. East German labourers demand the same wages as their western counterparts and there is a shortage of skilled workers. "This is an expensive city. Construction costs are 40 per cent higher than Hamburg. Hamburg used to be the highest in Germany," said Mr Palmer.

Financial pressures have combined with the problems of planning and regulation to create a mood of anxiety among developers. They are urging the Bundesbank to cut interest rates further to ease some of the pressure while they try to complete their projects.

"Tell you the truth, our money is not working for us. The banks might get nervous if we don't start building soon and fill these empty spaces with tenants. That's why the Sony and Palmer projects are so important. They will send a signal to other developers that Berlin is finally on the move," says one developer.



President Bill Clinton is ducking and weaving, but today or tomorrow next week he should make a decision on Bosnia. By

Monday the Russian referendum will be out of the way. The west can then stop holding its breath and walking on tiptoe. Next Friday will be Mr Clinton's 100th day in office. The anticipation in London is that the president will have declared himself by then.

That is the timetable to which the foreign secretary, Mr Douglas Hurd, is working. I gather from Washington that yes, there is a discernible sense of urgency over there, but it is partly TV-driven. A few days of relative calm in Sarajevo may lead some in the US administration to believe that they can postpone the dreadful day on which the president must make a choice.

Let us wait, they may say, to see the full effect of the strengthened UN sanctions, which start on Monday. Further horror pictures on prime-time news would speed the decision-making process.

Either way, Mr Clinton must eventually point the way. When he does politicians on this side of the water may squeak and squelch and shake their heads, but they will go along with what he proposes.

Clinton must point the way. When he does

politicians on this

side of the water

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bosnian supply lines and opposed to arming the Bosnian Muslims. What was actually telling us was that if the Americans insisted on arming or bombing, or both, Britain would acquiesce.

Look at the small print. "We cannot rule out anything as the situation develops," said Mr Hurd, referring to air strikes but including "other options" in his remarks. Reminded by Mr Jim Marshall, the Labour member for Leicester South, that the arms embargo plays into the hands of the Serbs, the foreign secretary replied: "The logic of what the honourable gentleman says obviously has a very wide appeal, particularly in the US. We may have to consider this,

and I am not ruling it out in certain forms."

It so happens that the British secretary for defence, Mr Malcolm Rifkind, has been in Washington this week, partly to attend the ceremonial opening of the holocaust memorial museum, and partly to lobby the US defence secretary, Mr Les Aspin. The coincidence of the two purposes of his visit is, in present circumstances, thought-provoking. Mr Rifkind has doubtless been rehearsing Mr Hurd's arguments against any military escalation of the conflict. He will have had a sympathetic audience from Mr Aspin, who is of the generation that was permanently scarred by the Vietnam war. All the accounts reaching London suggest that the Pentagon is deeply reluctant to support any course, even high-tech bombing, that might lead to an increasing involvement of American forces in the unpromising terrain of Bosnia.

Insufficient to deflect congressional and media pressure to "do something". This is understandable. Contrary to popular mythology, sanctions can work, as they did, along with other forces, against apartheid. The process is, however, extremely slow.

Well then, say some, send NATO troops to keep the peace in the hills. Mr Paddy Ashdown, the leader of Britain's Liberal Democrats, substitutes "UN" for "Nato", but the strategy is the same. It is a perfectly logical response to Serbian expansionism. It has one overriding flaw. It appears to have been ruled out by the British, French and US governments. It is therefore not an immediate proposition.

We are ineluctably back to

Joe Rogaly

## Clinton calls the shots

lifting the embargo. The way British ministers see it, this would be the worst choice of all, more damaging than selective air strikes. But are the two proposals mutually exclusive? The diplomatic professionals believe that a proposal to sell arms to the Bosnian Muslims alone would be vetoed by Russia, even after a Yeltsin victory. The entire embargo would have to go.

The consequences would be dramatic. The remnants of the Vance-Owen peace plan would be swept away. The UN humanitarian forces would have to be withdrawn. An arms bazaar would open up in the Balkans. At the same time, it is being argued in the US, the Serbs would wish to launch an all-out assault on Muslim towns during the interval between the proposal of an embargo-lifting resolution in the Security Council and the actual arrival of weaponry in Bosnia. The only way to stop them from doing that would be to accompany the arms sales resolution with a threat of air strikes against any Serbian forces that moved.

It is hardly surprising that the conventional wisdom in Washington is that there are "no good options". That is a given. It is, however, the task of our political leaders to base their decisions upon some foundation of principle. Let us take the easiest one to sell: self-interest. It is surely in the self-interest of both Europe and the US that the Serbs be prevented from establishing a precedent. If they can redraw boundaries and remove whole peoples, why should the Hungarians not pursue their dreams of a greater Hungary?

Why should Russia accept the rule of ethnic Russians by the non-Russians who govern its many neighbouring states? Letting the Serbs rampage over Bosnia is the least good of all the options.

## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL  
Fax 071 873 5338. Letters transmitted should be clearly typed and not hand written. Please set fax for fastest resolution

### Group 4 confident of courts service

From Mr M J Hirst

Sir, I read with interest your leader "Prison Leaks" (April 21) which clearly outlines the complexities of the contract awarded to Group 4 to pioneer the first private court services operation of its kind in the world.

I would like to clarify, however, the escape to which you refer in the first paragraph.

Over the 16 court sitting days that Group 4 has been providing the service there have been four court room escapes directly attributable to it, including one during which a custody officer was assaulted and the clerk of the court later commented: "The Group 4 officers acted in a proper manner and could not be faulted for the defendant escaping."

The vehicles from which there were two escapes have been officially acknowledged as being of faulty Home Office design brief and specification. Modifications have been made. In addition, a prisoner was released from Mansfield Magistrates Court as it was not made known at the time that he was required to appear in another court there to answer a different charge. The clerk to the court has written to Group 4 clarifying the procedural error and clearing the company of any blame.

Further incident was reported on April 10 regarding our staff's releasing a prisoner on theft charges. He was correctly released as he was bailed subject to regular appearances at the police station.

I am confident, however, that our systems and procedures, which are all agreed and monitored by the Home Office, are fundamentally sound and our staff are properly trained to do the job. If all agencies (police, courts and prison service) within the contract meet their requirements, we can continue to improve the service that we are providing.

M J Hirst,  
director of Group 4 Court Services,  
Farncombe House,  
Broadway, Worcs WR12 7LJ

### A measure to undermine Acas

From Mr John Sheldon

Sir, Anatole France, the French writer, observed that: "The law in its majestic equality, forbids the rich, as well as the poor, to sleep under bridges, to beg in the streets and to steal bread." Apparently, the present government believes this to be a sound principle and wishes to extend it.

Having already begun the process of denying people access to the courts by the curtailing of availability of legal aid, it seems ("Acas angry over plan to make users pay for services", April 21) that ministers

now wish to restrict access to the services provided to workers by Acas, the arbitration and conciliation service, in the industrial area as well.

Not content with abolishing Acas's statutory duty to promote collective bargaining, this spiteful, penny-pinching measure will serve only to undermine the very existence of Acas - or is that what the government wants?

John Sheldon,  
general secretary,  
National Union of Civil and  
Public Servants,  
124-130 Southwark Street,  
London SE1 0TU

shots

**FINANCIAL TIMES**

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Friday April 23 1993

**Into Europe, backwards**

**MR JOHN MAJOR** sounded more positive about Britain's role in Europe last night than he has at any time since he became prime minister. If memory serves, his speech to the Conservative Group for Europe had a more "European" tone to it than any address by a Conservative party leader since Mr Ted Heath left office in February 1974. It was better-written than his previous speeches, and peppered with ringing phrases and potential soundbites, such as "outside Europe Britain can survive; inside we will thrive", and "the nations must be free standing - a colossus, not a set of bars".

Mr Major's immediate purpose is to regain authority over his party, while acknowledging that some of the anti-Maastricht rebels within it are irreconcilable. The speech marks the end of the committee stage of the bill to ratify the Maastricht treaty; there may be further parliamentary rough-and-tumble, but the rebellion has been broken. Thus fortified, the prime minister spoke out against Europhobia more forcefully, and more effectively, than he has yet dared to do. Opponents of "Britain's full participation in the EC," he said, are moved "by frustration that we are no longer a world power." Pointedly he added: "We cannot afford to subject ourselves to the despotism of nostalgia."

Optimists will read this as a serious attempt to lead opinion within the country. The speech is not proof against close analysis, but then few such orations are.

**Half a trade deal**

**THE PARTIAL** agreement between the US and the European Community in their trade dispute over public procurement brings several benefits. It opens up important areas of public procurement; it limits the threatened US sanctions; it shows that business can be done with the Clinton administration; and it helps reopen the way for the Uruguay Round of multilateral trade negotiations. Nevertheless, it is far too early for euphoria. Further trouble is inevitable.

The deal has a number of attractive features. The EC has agreed to waive the discriminatory aspects of its new public procurement rules in the market for heavy electrical equipment, worth some \$1bn a year; the US has agreed to remove restrictions on purchases by federal electrical utilities; the administration will seek withdrawal of "Buy America" legislation from the governors of all 50 states; both sides have agreed to remove restrictions on bidding for supply of goods and services to central governments and they have also both agreed to undertake a joint study of trade barriers in public procurement.

More important, there is an agreement. It was beginning to look as though the Clinton administration would prefer nothing at all to anything short of unconditional EC surrender. Sir Leon Brittan, whose principal goal remains completion of the Uruguay Round, is entitled to feel relieved. A process has been started that might lead to this long-desired outcome.

**Funny business**

**POLITICIANS** do not normally shy away from trumpeting apparent good news in the monthly economic statistics. This makes it surprising that Britain's Conservative government is reticent about celebrating two consecutive monthly falls in recorded unemployment. Their hesitancy is probably wise, given the misreading of the economic runes that the Treasury has demonstrated over the past two years. But there is also more to the unemployment figures, and the Department of Employment's caution, than meets the eye.

The government does not need to rely on the unemployment figures to make its case that recovery has begun. This year's pick-up in consumer demand and confidence has now fed through to output, with manufacturing production up 1.2 per cent in February over the previous month.

It is also not surprising that business is more optimistic. Exit from the European exchange rate mechanism has delivered an injection of lower interest rates to Britain's ailing economy. Sadly, the Bundesbank's continued slow monetary easing looks likely to deny continental Europe a similar remedy for many months yet.

It would be a mistake to be too excited about the 51,500 fall in unemployment since January. Maybe employers are rehiring workers they mistakenly shed in a fit of gloom last autumn. Service sector employment did rise by 36,000 in the final quarter of last year, having fallen 225,000 in the

most useful purpose could be to set the beginnings of a new mood in which the everlasting domestic debate on European policy may be conducted. To that end, it may be read as a promising first step, following a long and bruising internece struggle within the Tory party.

The test will come in the follow-up. Mr Major made no attempt to explain the British strategy for the kind of Europe he seeks to establish. It may have "12 soon 15 and eventually 20-plus" members, but if there is to be no reformed central machinery, how are these many nations to act in unison, particularly in the "many areas where the Community countries do need to work together?" Again, the prime minister made no mention of the exchange rate mechanism, let alone monetary union.

The latter omission is practical politics: the Conservatives could not endure a bid to rejoin the ERM before the next election, let alone a protracted debate on the merits of a single currency. A British government that aims to set the agenda for the 1996 intergovernmental conference on the further development of the European Union cannot, however, ignore such issues. They will be raised by France and Germany as soon as the Danes are home from their referendum. Mr Major has done well to announce that "Little England steps out", but he needs more than a good speechwriter if he is to convince Britain's partners that it is not marching backwards.

Optimists will read this as a serious attempt to lead opinion within the country. The speech is not proof against close analysis, but then few such orations are.

**T**he chief executive of Lloyd's of London had some stark words for his staff earlier this year. "No British institution has ever taken the losses that Lloyd's has and survived," he said, underlining the need for a 25 per cent cut in administration staff to ensure the future of the insurance market.

Mr Peter Middleton and Mr David Rowland, chairman of Lloyd's, are likely to strike a similar note of urgency next Thursday when they announce details of a radical new "business plan". The market's survival is dependent on the success of the plan because unless Lloyd's can reduce its costs, contain a rising tide of old asbestos and pollution claims and negotiate a legal settlement with thousands of aggrieved loss-making Names, it could start to disintegrate.

Two issues have highlighted the need for radical action. First, the market's losses in 1990 - due to be announced in June under Lloyd's three-year accounting system - are expected to exceed 1989's record loss of £2.06bn. Second, the erosion of the market's capital base has accelerated. Some 2,000 Names left last year, many more will follow this year. "Many Names are hanging on by their finger nails," says one members' agent.

A broad strategy outlining the route forward was agreed last year when the governing council accepted the recommendations of a task force led by Mr Rowland. Its groundbreaking proposals included modifying the principle of unlimited liability - whereby Names are liable for all insurance losses underwritten on their behalf - and the invitation to corporate investors to commit capital to the market.

Behind the report's recommendations lay the realisation by senior Lloyd's figures that the market was losing ground to competitors in Europe and North America - such as Zurich insurance and the American International group - which have made inroads into specialised areas of commercial insurance and reinsurance once dominated by Lloyd's. The London market decided to respond by a sweeping cost-cutting and rationalisation programme which would produce fewer, but more efficient, bigger and better-capitalised businesses. Some progress has been made. In the past three years, for instance, the number of syndicates (which underwrite business) has fallen from 401 to about 230.

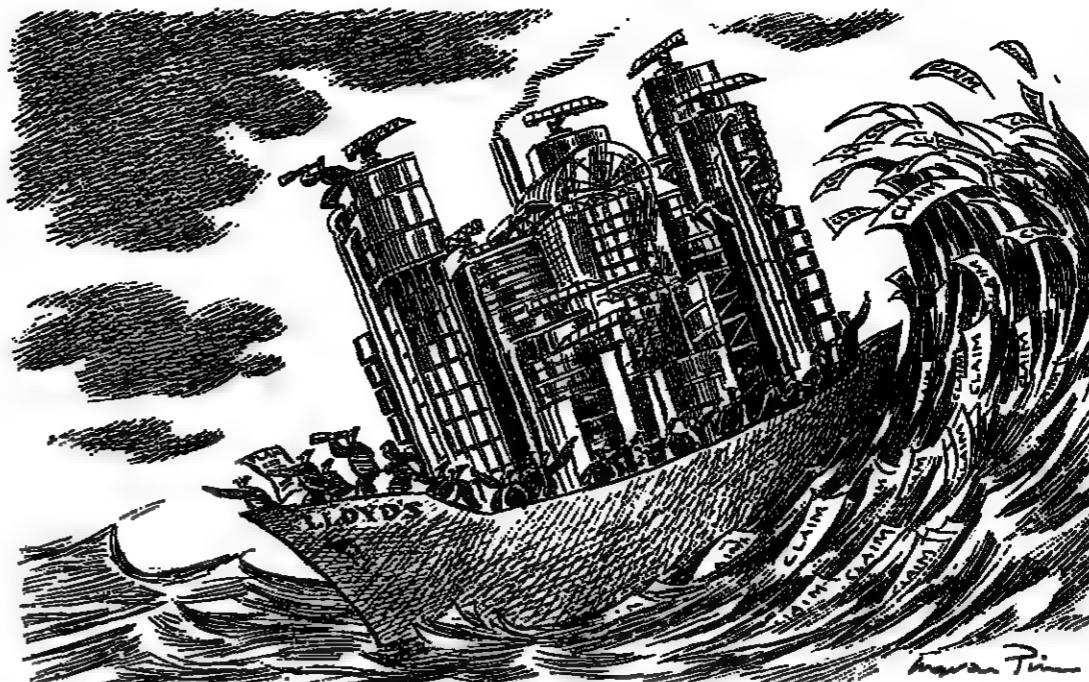
The business plan aims to develop the cost-cutting and consolidation strategy to restore profitability and attract fresh capital. Lloyd's insiders say in some sense it is a "pathfinder prospectus" - a document similar to that issued by a company seeking to raise cash.

Given these pressures, Sir Leon's front, France is to his rear. In yesterday's discussions between Mr Edouard Balladur and the German chancellor, Mr Helmut Kohl, the French prime minister made this year, stressing how vital it was for Germany to appreciate the importance, for France, of the Gatt in general and agriculture in particular.

In the last couple of weeks there have been signs of a re-emergence of industrial unrest in the UK: the bitter Times dispute, rail and bus strikes, threatening noises from the firemen and teachers, and a European "day of action" on April 2. There is no clear pattern to these disputes and we at the Confederation of British Industry see little prospect of a big increase in the number of industrial disputes across the country.

But there are dangerous hints - mainly in the public sector - of union claims for "catch-up" awards next year, to compensate for restraint in 1993. And, despite ministerial protestations to the contrary, the chancellor has not helped by reaffirming that this year's 1.5 per cent public-sector ceiling would not continue beyond the autumn, without describing any new approach. At the same time, the growing number of indicators suggesting that economic recovery is

Lloyd's hopes its business plan will help it surmount a rising tide of problems, writes **Richard Lapper**

**Compass for a safer passage**

However, the prescriptive nature of many of the proposals will mark a sharp break with the past, when Lloyd's governing council stood back from the management and direction of the market, confining its role to regulation and the provision of back-up services. "The council is effectively saying, 'You will do the following.' If you just wait for all the businesses in the market to do things as the last in the convoy. If one man keeps a quill pen the benefits of computerisation are lost," says Mr Robert Hiscox, deputy chairman. One result could be that syndicates could be compelled to adopt a common computer system.

In future, Lloyd's regulators, who are responsible to the council, are likely to focus on a wider range of issues, in areas such as standards of professionalism and competence. Lloyd's has traditionally maintained a hands-off attitude to these matters but allegations of incompetence and negligence at some agencies and syndicates during the 1980s has prompted a sense of urgency

about monitoring standards. Training is being emphasised, for instance.

In addition, Lloyd's will encourage the centralisation of a range of activities - from the way the affairs of Names are handled, to the processing of claims. Many activities are currently conducted at Lloyd's in a highly fragmented way. Earlier this year, Mr Middleton said Lloyd's had managed to make a very simple system "terribly complicated". He said that "a flow-chart of the claims payments system resembles a combination of the New York subway, the London Underground and the Paris Metro, with a map of the European railway network superimposed."

New systems allowing for speedier reporting of financial information are likely to be introduced, providing would-be investors with an accurate and up-to-date picture of the business. The cumbersome three-year accounting system could also be scrapped.

The need for change is broadly accepted among the bigger agencies

which manage syndicates and handle the affairs of Names. "It is widely recognised that if we don't get it right this time, we won't get another chance," says Mr Edward Bloor, chief executive of Cater Allen, which manages several syndicates.

Opposition could arise from some quarters, however. The existence of some smaller agencies could be threatened. In such cases the market's leaders will press acceptance of the "business plan" through a combination of persuasion and threat. Mr Middleton has promised to resign if the plan is not implemented. As one agent put it: "Middleton is our last shot. If he doesn't get a high level of support for the plan he walks. If he walks, we are dead."

The resolution of two sets of outstanding problems will dictate whether the plan succeeds or fails: the first comprises liabilities arising from US insurance policies; the second is the morass of litigation in which the market is mired.

American court awards in asbestos

tosis and pollution cases are producing a steady flow of notifications of claims on insurance policies underwritten up to 50 years ago. Industry observers believe that unless these old liabilities are isolated or - to use the market's jargon - "ring fenced" - they will dissuade new investors from committing capital to Lloyd's, functioning effectively as a "poison pill".

Ms Julieanne Jessup, of the insurance consultancy De Lise Jessup Scott, says: "Lots of investors would be interested but they won't look at it as long as there is any doubt about their liability for the back years."

**O**ne way for Lloyd's to rid itself of "long-tail" liabilities would be to set up a reinsurance company, a proposal understood to be contained in the business plan. Several billion pounds of reserves set aside to meet future claims and held in Lloyd's "premises trust funds" could be channelled into the company to meet claims arising on pre-1982 policies.

While progress appears to be in train on the US front, the settlement of outstanding actions for compensation against agents is far from assured. The prospects of a speedy once-and-for-all settlement have been fading for some time. Mr Middleton hinted at the intractability of these problems last month when he said he simply did not have the power to "impose" a deal. Negotiations to achieve a settlement will continue, with the business plan likely to limit itself to outlining a possible way forward.

Mr Christopher Stockwell, chairman of the Lloyd's Names Association Working Party - which links groups of loss-making Names - says new challenges could be afoot, with Names turning to European Community law or even attempting to allege "bad faith" by the market's regulators.

A serious question-mark thus hangs over the settlement of outstanding legal actions by Names, which, together with old US liabilities, poses the most serious threat to the business plan's success. In any event, Messrs Rowland and Middleton still have to sell their solutions to the market. If the market buys them, and they work, an uphill struggle remains. Although Lloyd's has taken steps to make up lost ground over the past two years, younger insurance companies around the world have taken the chance to snatch some of Lloyd's traditional specialised markets. For Lloyd's, survival is but the first step towards recapturing its former glory. But those days may be over forever, and it may have to learn to live with a lower profile and diminished status.

**One step forward deserves another****PERSONAL VIEW**

In the last couple of weeks there have been signs of a re-emergence of industrial unrest in the UK: the bitter Times dispute, rail and bus strikes, threatening noises from the firemen and teachers, and a European "day of action" on April 2. There is no clear pattern to these disputes and we at the Confederation of British Industry see little prospect of a big increase in the number of industrial disputes across the country.

But there are dangerous hints - mainly in the public sector - of union claims for "catch-up" awards next year, to compensate for restraint in 1993.

And, despite ministerial protestations to the contrary,

I believe this assumption, that after tightening our belts this year we can loosen them next, is wrong. Certainly it is true that pay pressure continues to be weak. Pay settlements in manufacturing averaged 2.5 per cent in the three months to March, down from 4.4 per cent in the same period last year, and the lowest figure for at least 25 years. And since productivity has continued to rise rapidly, unit labour costs have fallen over the last year - a better performance than has been achieved by any of Britain's principal competitors.

Private-sector service settlements were down at 2.8 per cent on the same basis, and of course public sector pay settlements, which were generally higher than in the private sector last year, are capped at 1.5 per cent. Most public-sector unions are disposed to accept that they cannot hope to breach it without striking for which their members seem unprepared (only senior management pay has failed to respond).

But let us not forget that headline inflation was only 1.9 per cent in the year to April. And the TPI (tax and price index) - a fashionable measure this year, though it will certainly not be in 1994 - has risen by only half a percentage point in the last 12 months. So most public servants will be getting a 1 per cent real increase in take-home pay, at the bottom of the longest recession

period in which unit labour costs do not rise is therefore needed. That would also help to begin to get unemployment down.

Tight control of pay will be harder next year, and harder than it need be if no management example is set. Disposable income will not have been inflated by sharp falls in the mortgage rate, and tax rises will begin to bite next April. But it will be an vital as ever to ensure that pay does not run ahead of productivity performance, and preferably some way behind.

So against that background, what should happen next year?

Undoubtedly inflation will rise somewhat as a result of devaluation. But if Britain is to ensure that inflation falls back again quickly, and to lock in the competitive advantage that devaluation offers, there is no case for domestic pay rises to compensate for its effects on import prices. To secure sustained improvements in the UK's trade performance a continuing

The assumption that after tightening our belts this year we can loosen them next is wrong

period in which unit labour costs do not rise is therefore needed. That would also help to begin to get unemployment down.

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It is time the government began to make that clear, rather than hinting at jams tomorrow. And the unions - if they want to make a useful contribution to the reduction of unemployment - could explain the realities to their members, rather than indulging in feel-good gestures such as the European day of action.

**Howard Davies**

*The author is director-general of the CBI.*

**OBSERVER**

Ian's converted to being a lapsed Catholic!

**Over-ride on economy**

■ It seems Jacques Attali is not alone in his fondness for the good life. John Major's vision of a classless society and his determination to save taxpayers' money have failed victim to an unseemly squabble over government perks among his ministers.

The row centres on that most precious of perks: the 24-hour-a-day ministerial car replete with chauffeur.

Taking the prime minister's vision to heart, the Department of Environment decided the government car service could save money by standardising the models. After all, each and every one of the 100 cars provided for ministers in the Commons and the Lords costs the taxpayer more than £50,000 a year to run.

No longer would junior ministers make do with workaday Montegos or Sierras while their cabinet superiors luxuriated in Rover Sterlings and Jaguars. Instead, all ranks would be assigned a middle-range Rover 800. The savings on leasing and servicing costs would run into tens of thousands.

Junior ministers were understandably thrilled at the idea of some extra leg-room. But Observer learns that a revolt by their seniors quashed the plan.

What horrified ministers around cabinet level was not just the thought of losing their leather upholstery. Even worse was the fear of being mistaken for mere parliamentary under-secretaries on those long and arduous journeys from their Whitehall offices to Westminster.

Sir Robin Butler, the cabinet secretary, was called on to defend their privileges. The idea was quietly dropped.

Natively, trade and industry ministers then came up with an even better idea.

Since the prime minister was committed to shrinking the size of the public sector, the car service should be privatised. Hundreds of thousands of pounds would be saved by obliging all but the most senior members of the cabinet to swap their individually assigned vehicles and drivers for access to a central pool.

That was more than even the most junior minister could stomach. The idea has been filed in the bin.

**Hard of hearing**

■ London Forum, the private-sector talking shop set up by GrandMet chairman Sir Allen Sheppard to promote London overseas, seems to have a bit of a communications problem.

More than two months after

London's business leaders held

their first meeting on a battleship moored opposite the Tower of London, it is still impossible to get

## UK hurdles remain for Maastricht approval

By David Owen and Philip Stephens in London

**THE** finishing line is in sight for the British parliament's lengthy consideration of the Maastricht treaty on European union. But yesterday's completion of a marathon committee stage in the House of Commons does not guarantee Mr John Major's Conservative government a problem-free run to ratification.

Four more hurdles have still to be cleared, starting with the Commons report stage which is likely to get underway early next month. Then will come the second Danish referendum on May 18, quickly followed - if the Danes vote Yes - by what should be a comparatively untroubled "third reading" debate. The government has promised that this will not happen until after the Danish result is known.

After that, the bill moves to the House of Lords where Euro-sceptic peers spearheaded by Lady Thatcher, the former prime minister, and Lord Tebbit will press the case for a Maastricht referendum, which the Commons early yesterday rejected by a majority of 239 votes.

The Commons would have the power if necessary to vote out any unwelcome amendments but this would require an additional debate that the government wants to avoid.

Finally, if the measure is still on course, there is an outside chance the government could trip up in an eleventh-hour debate on the treaty's social chapter, due to come after Maastricht has been made part of British law.

The critical question at next month's report stage is whether the opposition Labour party manages to engineer a vote on its amendment which would delete the protocol containing Britain's opt-out from the social chapter.

This could be important as it is the only mechanism yet devised which might force the government to choose between the social chapter and the treaty without requiring at least some Tory Euro-sceptics first to vote explicitly for the chapter.

The bill's passage through the Lords is arguably the least predictable obstacle still in the government's path. This is because its rules of procedure leave anti-Maastricht peers with virtually limitless scope to delay it.

For example, any proposal can theoretically be voted on at the start of just four peers. Hundreds of amendments are expected to be put forward, as they were in the Commons.

In practice, the flexibility of the Lords' rules is rarely exploited to its limit. But with emotions running high and a passionate anti-Maastricht campaign in prospect, the government may have to bide

its time for a month or two.

If all else fails, Tory Eurosceptics could conceivably make a last-ditch effort to derail the treaty by voting explicitly for the social chapter - which they loathe - in a separate debate due to take place after the bill has received Royal Assent. If they did so, Mr Major could be forced to choose - as Labour hopes - between accepting the social chapter, from which he took such pains to negotiate a British opt-out, and tearing up the treaty.

Mr Major last night underlined his determination to keep Britain "at the heart of Europe". He told a Conservative party dinner: "Outside Europe Britain can survive; inside we will thrive".

Operating at the centre of the EC, the UK could press its case for a wider, free-trade, liberal community which would in turn render irrelevant the idea of a centralised European superstate, he said. "The idea of a centralised Europe had resonance in a Community of six. But for 12, soon 16 and eventually 20 plus nations it is a grandiose doodle."

Mr Major said Britain had to take its "rightful place" in the world. "Though no longer a global power we still have global interests. We need to defend them with determination but also with subtlety. We cannot afford to subject ourselves to the despotism of nostalgia".

## Testing time for Clinton as stimulus is rejected

By George Graham in Washington

**PRESIDENT** Bill Clinton declared himself disappointed but not disheartened after being forced to abandon all but a fragment of the \$16bn (£10.3bn) spending package he had called for to stimulate the economy.

However, Mr Clinton's first big legislative defeat is unlikely to prove devastating for his presidency; indeed, it is in some ways more of a rebuke to Senator Robert Byrd's management of the bill, which showed more parliamentary virtuous than tact.

The point made by the Republican minority in the Senate, which prevented the stimulus bill from coming to a vote through what amounted to a filibuster, was about street credibility rather than economic policy. They wanted some respect, and their success does not necessarily mean they will be, or willing, to block the rest of Mr Clinton's economic programme.

But the setback comes at a time when Mr Clinton appears to have lost much of his early momentum and is struggling to hit his stride.

He has not yet taken full control of the machinery of government - at least partly because of his slowness in making appointments - and now has been unable to shake off the largely unfair charge that he has been ineffectual in quidnuncies as different as the Waco siege or the civil war in Bosnia-Herzegovina.

The president faces a testing time over the next few months when Congress wrestles first with the details of his five-year economic package, and then with the reform of the healthcare system now being prepared.

While Congress has already passed a budget resolution fixing the totals for spending and taxation, the door is opening wider for changes to the detailed measures Mr Clinton has proposed.

Congressman Dan Rostenkowski, who was chairman of the House ways and means committee presides over all tax legislation, this week advised Mr Clinton to drop a proposed investment tax credit, which many members of Congress have criticised as merely bringing forward investments that were going to take place in any case.

Both leaders were at pains to emphasise the importance they accord to the Franco-German alliance and to discount any suggestion that a new government in Paris might cause an upset in their co-operation.

Mr Kohl described it as "the most valuable experience" for both countries in the second half of the 20th century.

For his part, Mr Balladur stressed that his very first trip from Paris as prime minister was quite naturally to Bonn.

The two met for a lunch in Bonn last December for what officials agree was a crucial session of getting to know each other better, on the assumption that Mr Balladur would become prime minister.

## Balladur meets Kohl in Bonn to present face of unity

By Quentin Peel in Bonn

**MR** Edouard Balladur, the French prime minister, visited Bonn yesterday studiously refusing to request any gestures of solidarity from his colleague, Chancellor Helmut Kohl, above all in the minefield of monetary policy.

In the event, he still left with a small present from Frankfurt - a quarter percentage point cut in the Bundesbank's discount rate - and many warm words from the chancellor to help his honeymoon in office.

Even on the Gatt trade liberalisation talks, where positions between the two leading European partners are furthest apart, there was not a word of direct criticism from Mr Kohl over the new French government's refusal to accept the compromise agreed between the EC and US on easing agricultural protection.

Mr Balladur also won tacit support - according to French officials - for his idea for a new

European security conference to underpin the ending of the Cold War, and for his successful start to the process of cohabitation with President François Mitterrand.

Neither Mr Balladur nor Mr Kohl was informed of the Bundesbank's move before the talks ended, thus deliberately stressing the independence of the German central bank from the Franco-German negotiating process.

The French prime minister was told of the decision on the German rate cut as he left the chancellor's office in his official car.

The French premier yesterday said both sides had agreed to seek to develop joint policies and joint initiatives in the economic and monetary fields, "to ensure currency stability". He gave no hint of the content.

There was certainly no sign of the "political initiative on monetary co-operation" mooted in Paris before the recent elections.

A senior French official said later there was no initiative

## Sweden makes sharp cuts in spending as outlook worsens

By Christopher Brown-Humes  
in Stockholm

**SWEDEN'S** centre-right minority government yesterday announced further deep spending cuts and new measures to tackle unemployment, warning that the short-term outlook for the economy was worse than previously forecast.

It also warned in its supplementary budget proposal that the budget deficit, among the highest in western Europe, would be SKr191.2bn (\$25.6bn) for the financial year starting July 1. This is 12.9 per cent of gross national product and nearly SKr30bn more than indicated three months ago when the government made its initial budget proposals.

The spending cuts announced

yesterday are in line with indications given in the broad outline of the budget in January.

Government forecasts now point to a 1.7 per cent fall in GNP this year, compared with the 1.4 per cent drop predicted in January. Next year, it predicts growth of 1.2 per cent, compared with its earlier 1.6 per cent forecast. The government said the main reason for the adjustment was the sharp slowdown in the German economy.

The forecasts came as the Swedish finance minister, Ms Anne Wibb, outlined SKr16bn in savings for the years 1994-1998 as part of a strategy to eliminate Sweden's structural budget deficit.

Most of the savings will come from limiting public consumption, cutting benefits and reform of the pensions system.

covered new facts of abuse of official position by the commanders of the group, of the defence ministry and personally by defence minister Pavel Grachev.

Gen Grachev was made defence minister over more senior general officers after he sided with Mr Yeltsin during the August putsch in 1991.

The key passage in the statement says: "The prosecutor-general's office, investigating illegal deals involving the property of the Western Group of Forces, dis-

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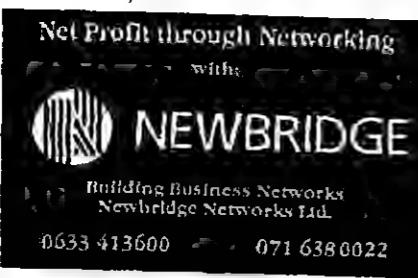
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# FINANCIAL TIMES COMPANIES & MARKETS

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Friday April 23 1993



## INSIDE

### Trelleborg shares fall as investors worry

Shares in Trelleborg, the Swedish mining and industrial group, fell sharply yesterday for the second day in succession as investors reacted to reports, strongly denied by the company, that it was facing acute financial difficulties. Page 18

### MEA aims for a successful future

Lebanon's Middle East Airlines, once a successful carrier, has over the past 15 years often been associated with hijackings and terrorism. Now, with hostilities over, MEA is looking to regain some of its former status. Page 20

### Farmers hit by tobacco price fall



Zimbabwean farmers have been stunned by depressed prices on the Harare auction floors. No one expected so dramatic a decline. "We are shell-shocked," said an industry official. Zimbabwean monetary policy, global recession, higher taxes on smoking, cigarette prices were in the US and EC and the increased availability of some grades, are responsible. Watching gloomily from the sidelines are the banks. Page 34

### Austin Reed, Liberty in changes

Two family-run UK retail groups with non-voting share structures announced steps towards opening up their companies. Austin Reed, the upmarket UK clothing retailer and manufacturer, will ask holders of voting shares to enfranchise non-voting shares at its June annual meeting. Meanwhile, Liberty of Regent Street, central London, appointed a new chief executive, splitting the roles of chairman and chief executive. Page 28; People, Page 11

### Thrills in the Irish SE

The Irish stock market has had all the thrills of a ride on a funfair roller-coaster over the past six months, and all the unpredictability of Irish weather. The skies of alarm last autumn, as the market plunged to a four-year low, have been replaced by squeals of delight and forecasts of better to come as the ISEQ overall index climbed rapidly to a three-year high. It has gained 30 per cent since the end of December, half of that in March. Back Page

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### Chief price changes yesterday

FRANKFURT (DM)	PARIS (FFM)
Rises	Rises
Baftomat	7.7
Deutsche	7.7
Deutsche	7.7
Volksbank	7.7
Wolfsburg Pk	4.5
Falls	8.4
Baftomat	1.4
Deutsche Kredit Pk	1.4
Schmitz-Lohr	1.4
Wolfsburg Pk	1.4
TOKYO (Yen)	1.4
Rises	Rises
Carrefour	1.4
Dow Chemical	1.4
MC Cormac	1.4
Police	1.4
Corel	1.4
Deutsche	1.4
USM	1.4
New York (US\$)	1.4
Rises	Rises
Carrefour	1.4
Dow Chemical	1.4
MC Cormac	1.4
Police	1.4
Corel	1.4
Deutsche	1.4
USM	1.4
New York prices at 12.50.	1.4
LONDON (Pounds)	Travely Parkins
Rises	200
AMEC	10
Amico	5
Amoco	5
Amoco Day	5
Austin Reed A	12
BM Group	17%
Graham Tate	12%
Jazz	12%
Liberty NW	48
NMC Group	9
Sanderson B	25
Siemens	4%
TDS Circuits	19
Teledig	18
Travely Parkins	200
Unilever	5
Whitbread	6
Wimpey	117
Whitbread Plc	250
Wood (JG)	83
Yorkdale	400
Heath (D)	313
HuntingTech	1100
Low (Nym)	200
Probus Int'l	421

## Salomon Bros pulls parent to \$65m loss

By Patrick Harverson  
In New York

Salomon, the Wall Street securities house and energy trading group, yesterday announced a pre-charge net loss of \$65m for the first quarter after its Salomon Brothers brokerage subsidiary fell into the red because of short-term losses on its proprietary trading activities.

The total net loss for the group, however, came in at \$102m because Salomon took a \$37m charge to cover the impact of changes in the accounting of post-retirement benefits. In the same quarter a year ago the group earned net income of \$15m.

The news did not come as a surprise because Salomon warned in early March it had incurred a large loss on its trading business during the first two months of the year. The size of the shortfall at Salomon Brothers, however, was smaller than expected.

In March Salomon said that between January and February it had lost \$250m (pre-tax) at its earnings brokerage operation.

Helping to offset its trading losses, Salomon's investment banking and commissions revenues were both strong in the quarter, reflecting heavy demand for the firm's underwriting and client brokerage services.

Salomon's two other lines of business, the Phibro Energy division, which trades energy-related and other commodities, and Phibro Energy USA, the oil refining operation, are also prone to some earnings volatility.

The latest quarter, Phibro

Energy bounced back from its loss a year ago to post a pre-tax profit of \$6m, while Phibro Energy USA remained in the red, reporting a loss of \$13m amid continued weakness in oil refining margins.

The company would not com-

By Christopher Parkes  
in Stuttgart

MERCEDES-BENZ, mainstay of Germany's Daimler-Benz group, hopes to stop the profits rot this year in spite of a 24 per cent slump in turnover and unspecified operating losses in the first quarter.

While Daimler's group net earnings are expected to slump by 30 per cent to around DM1bn (650,000m), Mercedes should show a result "similar" to last year's DM849m, Mr Helmut Werner, incoming chief executive, said yesterday.

This implies that the group's

non-automotive businesses, including Deutsche Aerospace, AEG engineering and the Debs software and financial services division, will contribute a mere 15 per cent of total earnings, against 42 per cent last time.

In conditions one executive described as "ploughing through fog", Mr Werner Niefer, retiring chief executive, said attempts to prepare forecasts were blighted by "many imponderables".

The company had high hopes of its new compact C-class range, a replacement for the 10-year-old 190 series, the company's smaller executive car, which will be launched in June, but he did

not expect any marked improvement in markets for cars, buses or trucks before the end of this year.

The so-called C-class was expected to start having a positive effect on operating results by next year, when, according to one manager, the company hoped to snatch back market leadership from BMW. Last year Mercedes was overtaken in unit sales by its Bavarian rival for the first time.

Mercedes expects to build 200,000 of the new model in 1994, compared with output of 120,000 compact cars in 1992. This year, however, Mr Niefer

said he expected total car output unchanged from last year's 486,000 while commercial vehicles would fall slightly from the 1992's 260,000.

In the 1993 first quarter, turnover from cars had fallen 30 per cent, while unit sales had dropped 32 per cent. Sales revenue from commercial vehicles was 15 per cent lower on unit deliveries down 20 per cent.

As part of continuing economy measures, at least a further 7,000 German jobs will be lost this year, after a cut of 14,700 in 1992. Some DM500m had been set aside in provisions for personnel measures.

Christopher Parkes reports on changes aimed at overtaking Japan

## Compact car with designs on success

LONGER by a matchstick's length than its executive predecessor, and replete with two dozen new features as standard, the marketing motto for the Mercedes-Benz compact C-class is that it offers customers more car for their money.

According to Mr Klaus-Dieter Vöhringer, director in charge of passenger car production, buyers will get up to 20 per cent more value at prices basically unchanged from those of the outgoing 190 series.

Technically and cosmetically refined, the C-class is the fruit of manufacturing and management innovations with which Mercedes hopes to transform its prospects in the global quality car market. It is the first practical example of the group's new pricing policy. The range embodies a principle new to Mercedes which states that before any work starts a new product will be priced according to what the market will bear and what the company considers an acceptable profit. Then each component and manufacturing process will be costed to ensure the final product is delivered at the target price.

Under the old system of building the car, adding up the costs and then fixing a price, the C-class would have been between 15 per cent and 20 per cent dearer than the 10-year-old outgoing 190 series, Mr Vöhringer said.

Explaining the practical workings of the new system, he explained that project groups for each component and construction process were instructed without exception to increase

productivity by between 15 and 25 per cent. And they had to reach their targets in record time.

One result was that development time on the new models was cut to 40 months, about a third less than usual. But the most important effect, according to Mr Vöhringer, has been to reduce the company's cost disadvantages vis-a-vis Japanese competitors in this class from 35 per cent to only 15 per cent.

The time taken to build a car has been cut from 46 man-hours to around 35. Collaboration with outside suppliers has resulted in Mercedes making less of its own parts and also speeding up assembly. Complete electrical wiring harnesses, for example, are now supplied from outside on a just-in-time basis, ready to be inserted in one process into the bodies. Door interiors are also shipped complete for one-step installation. Where Mercedes used to produce 48 per cent of

parts, it now makes around 42 per cent.

Dashboards and controls, built in a separate assembly shop, are also installed in one action instead of being bolted and screwed together placed on an assembly line comprising rolling platforms in place of a conveyor system. Body assembly is robotic; side panels come in one piece rather than five parts.

Quality controllers have been moved from the end of the production line, where jams built up. They now work as members of each assembly team.

Group work has been introduced at every level of the Mercedes product cycle and six management layers have been thinned to four. According to Mr Vöhringer, this improved efficiency and collaboration with suppliers have each contributed 50 per cent of cost efficiencies.

The main task is to launch a new and still relatively costly car and are renowned for standing still.

## UK broker haunted by Australian reinsurance

By Richard Lapper in London

THE legacy of its past involvement in Australia came back to haunt CE Heath, the UK insurance broker, yesterday when the group reported further heavy losses from discontinued aviation

## INTERNATIONAL COMPANIES AND FINANCE

# Leading Spanish banks keep their place at the top

By Tom Burns in Madrid

**BANCO SANTANDER** and Banco Popular, the two pace-making Spanish banks, yesterday released first-quarter results that maintained their positions at the top of the domestic profits table.

Santander raised its quarterly profit to Pta22.3bn (\$191m), an increase of 6.1 per cent on the first quarter of 1992, and Popular posted a post-tax income of Pta13.7bn, 6.1 per cent up on last year.

Both banks reported a very positive operating profit performance that was ahead of most

forecasts. Santander declared Pta33.5bn, an increase of 15.5 per cent on the first quarter of last year, and Popular raised its operating income by 16.5 per cent to Pta31.5bn.

Mr Emilio Botin, Santander chairman, said the results had been due to the bank's growing international business. He said the domestic market was "in a difficult situation because of the economic recession".

The bank has an extensive network in Latin America, where it has built up its corporate banking activities in Mexico, Chile and Venezuela, and is the main shareholder of

the US bank First Fidelity. Popular's balance sheet reflected the reduction of cash coefficient requirements under new Bank of Spain guidelines, as well as the bank's proven moderation over credits and its austere control of costs.

• Endesa, Spain's partially-privatised electricity group, is to pay Pta27bn for a stake of approximately 2 per cent in Germany's RWE utility. The move follows an agreement between the two companies last year that allows either company to take up to 10 per cent of the other's equity.

Speaking at the group's annual press conference in Basle, Mr Gerber said Roche's 29 per cent rise in net income last year to SFrl.95bn was helped by improved control of operating costs, which rose only 8.7 per cent.

Income from the group's SFrl.21bn liquid assets soared 61 per cent last year to SFrl.3bn. Net financial income was SFrl.63m, accounting for a little over one-third of total net income.

Roche does not yet provide a sectoral breakdown of profits, but officials indicated that the diagnostics division, which has been a chronic lossmaker, broke even, and the vitamins and fine chemicals division improved its performance.

Mr Gerber said German health care reforms had caused a 20 per cent slump in the country's pharmaceutical market in the first quarter, but said Roche's share of that market fell only 10 per cent.

In the first quarter of this year, pharmaceutical sales rose 10 per cent to SFrl.95m while sales of the vitamins and fine chemical division gained only 3 per cent to SFrl.75m. Diagnostic sales were up 7 per cent to SFrl.15m and fragrances and flavours sales up 2 per cent to SFrl.22m.

• Swiss Bank Corporation, Switzerland's second-largest bank, said it had a "thoroughly pleasing result" in the first quarter.

The results of both the parent and the group were substantially above the previous year's pre-tax result.

Under the agreement, the family can sell its shares in

## Roche sales maintain rate of growth

By Ian Rodger in Zurich

**ROCHE**, the Swiss pharmaceuticals and fine chemicals group, said sales in the first quarter were up 7 per cent to SFrl.95m (\$2.39bn), almost in line with the growth level in the second half of last year.

Mr Fritz Gerber, chairman,

said the result indicated that "bearing exceptional developments, 1993 will be another successful year for the group".

Speaking at the group's annual press conference in Basle, Mr Gerber said Roche's 29 per cent rise in net income last year to SFrl.95bn was helped by improved control of operating costs, which rose only 8.7 per cent.

Income from the group's SFrl.21bn liquid assets soared 61 per cent last year to SFrl.3bn. Net financial income was SFrl.63m, accounting for a little over one-third of total net income.

Roche does not yet provide a sectoral breakdown of profits, but officials indicated that the diagnostics division, which has been a chronic lossmaker, broke even, and the vitamins and fine chemicals division improved its performance.

Mr Gerber said German health care reforms had caused a 20 per cent slump in the country's pharmaceutical market in the first quarter, but said Roche's share of that market fell only 10 per cent.

In the first quarter of this year, pharmaceutical sales rose 10 per cent to SFrl.95m while sales of the vitamins and fine chemical division gained only 3 per cent to SFrl.75m. Diagnostic sales were up 7 per cent to SFrl.15m and fragrances and flavours sales up 2 per cent to SFrl.22m.

• Swiss Bank Corporation, Switzerland's second-largest bank, said it had a "thoroughly pleasing result" in the first quarter.

The results of both the parent and the group were substantially above the previous year's pre-tax result.

Under the agreement, the family can sell its shares in

# Trelleborg shares tumble sharply

By Hugh Camney  
in Stockholm

**SHARES** in Trelleborg, the Swedish mining and industrial group, fell sharply yesterday for the second day in succession as investors reacted to reports, strongly denied by the company, that it was facing acute financial difficulties.

Trelleborg's B stock, the most traded shares, fell by SKr4 over the day to close at SKr49.50, having at one point dipped to SKr47.50. The shares have lost more than 12 per cent of their value since Tuesday, when the B stock closed at SKr56.50.

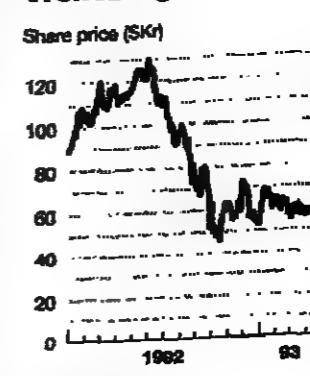
Trelleborg issued a strongly-worded denial of a front-page story in yesterday's Svenska

Dagbladet newspaper which alleged that it was negotiating with its bankers, including Skandinaviska Enskilda Banken, over its debts following problems meeting its interest payments.

The company, which is struggling to recover from heavy losses in 1992, described the report, and similar rumours in the stock market, as a lie. "We have not been in any discussions with our banks about our loans or their terms," a spokesman said.

Trelleborg was hit hard last year by recession in its domestic and international markets, falling metal prices and a foreign currency loss of SKr165m as a result of the devaluation of the Swedish krona. It

## Trelleborg



Source: Datamann

scrapped its 1992 dividend after reporting a SKr1.5bn (\$215m) loss after financial items.

Yesterday, it blamed specula-

tors for manipulating its stock price to make gains on options due to redemption in June. It said it had several times been the victim of similar speculative dips in its share price in recent months. In February, it weathered a wave of rumours ranging from reports that it had exhausted its capital to speculation that Mr Kjell Nilsson, chief executive, was ill.

But analysts said investors were not convinced that the latest reports were baseless and were worried that Trelleborg had cash-flow problems that were prompting concern by the banks. One said Trelleborg shares were not yet on a crisis valuation. "If there really is a problem, there is more downside to come," said one.

## Z-Länderbank returns Sch508m

By Ian Rodger

**Z-LÄNDERBANK** Bank Austria eked out a net income of Sch508m (\$46m) last year, but only after extraordinary gains on asset sales covered bad debt provisions of Sch5.5bn.

However, in its first full year of operations since the merger of the Zentralsparkasse group of Viennese savings banks and Österreichische Länderbank in the autumn of 1991, Austria's largest bank made considerable progress towards cutting costs and improving margins.

### Esab setback blamed on sales

**ESAB**, the world's leading welding equipment producer, yesterday blamed lower sales in Europe and Brazil for a sharply lower first-quarter profit and said its result for the full year would be worse than in 1992, writes Christopher Brown-Humes in Stockholm.

Income after financial items in the first three months amounted to SKr7m (\$0.9m), against SKr4m in the same period in 1992, as sales dropped to SKr1.6bn from SKr1.65bn. The biggest downturn was in its important German market.

### Shareholders force three Alexon executives to quit

By Roland Rudd in London

THREE of Alexon Group's biggest institutional shareholders yesterday secured the removal of the chairman and chief operating officers at the women's wear retailer.

Mr Lawrence Snyder stepped down as chairman and Ms Ruth Henderson and Mr Peter Ridgeway resigned as joint chief operating officers. The shares rose 6p to 89p. The three executives were confronted with the demand for their resignation 48-hours earlier.

Mr John Sadler, a former

finance director of the John Lewis Partnership was appointed non-executive chairman and Mr John Osborn, a former director of Sears, took over as chief executive.

Gartmore Pension Fund Managers, Scottish Amicable Investment Managers and Mercury Asset Management took the usual step of forcing a change of management after last month's dismal results.

Alexon lost nearly £1m before tax last year and passed its final dividend. It had made an £11.3m profit in the previous year.

The results of both the parent and the group were substantially above the previous year's pre-tax result.

Under the agreement, the family can sell its shares in

# ANNUAL RESULTS 1992

## Bank Austria

Total assets AS 544.9bn (US\$45bn); total market capitalisation AS 59.6bn (US\$5.3bn)

Partial operating profits up 2.9%; overall operating profits up 1.2%

Interest margins still under pressure; but an improving trend was experienced in the second half of the year

Merger implementation on schedule

Financial Highlights for the year ended 31st December			
	1992	1991	% change
	in AS billion		
Partial operating profit	2.12	2.08	+2.9
Gross operating profit	3.41	3.37	+1.2
Dividend	10%	14%	-
Primary funds	322.2	308.9	+4.3
Total assets	544.9	514.9	+5.8

Copies of the full results announcement and/or annual reports may be obtained from Bank Austria Publications Department, Am Hof 2, A-1010 Vienna. Telephone: (01) 53124-3117.

## Tandem's earnings below expectations

By Louise Kehoe  
in San Francisco

**TANDEM** Computers reported an increase in second-quarter earnings but failed to live up to Wall Street expectations.

The US manufacturer of fault-tolerant mainframe computers said that although sales picked up in the US, revenues continued to decline in Europe.

Net income for the quarter was \$11.1m, or 10 cents per share, compared with \$13.6m, or 8 cents, in the same period

last year. Revenues rose to \$517.6m from \$502.9m a year ago.

"Although we anticipated a weak quarter, the computer business exceeded its profit goals, but our Ungermann-Bass networking subsidiary fell below its revenue, margin, and profit targets," said Mr James Treybig, president and chief executive.

"For the seventh consecutive quarter, business in the US posted year-over-year revenue growth, gaining 13 per cent

over the same quarter of the prior year," Mr Treybig noted.

"Non-European international revenues showed modest growth. Although some countries in Europe achieved revenue gains, revenues from the European division declined."

Tandem is one of many computer companies that is making a transition from proprietary technology to open systems based on industry standards.

The company is also developing lower-priced, server prod-

## Distributor takes lead in bid for drugs wholesaler

By Paul Abrahams

**OCP** and will not participate in the consortium.

**COOPERATION** Pharmaceutique Francaise, a small French independent drugs distributor, has emerged as a leader in a consortium to make a counter-bid for Office Commercial Pharmaceutique, France's largest drugs wholesaler.

OCP is subject to a FFrl.212m (\$85m) friendly takeover from Gehe, the German distributor.

OCP, with a turnover last year of FFrl.3bn, has concluded an agreement with the Bourdey family, which owns 15 per cent of OCP.

Under the agreement, the family can sell its shares in

the consortium.

If the CFF bid is successful, the family will not sell its shares for two years and can nominate a member of a three-man board.

One director will be appointed by CFF and the third will be chosen jointly by the Bourdey family and OCP.

At the end of two years CFF will buy the Bourdey shares.

CFF's advisers, Crédit Commercial de France and Banque de l'Union Européenne, believe the company will be able to assemble the necessary capital to make the counter-offer by the deadline of May 5.

## Dresdner Finance B.V. Amsterdam

U.S.\$ 400,000,000 Floating Rate Notes 1993/1993 with Warrants

The Rate of Interest applicable to the Interest Period from April 21, 1993 to October 24, 1993, inclusively, was determined by Morgan Guaranty Trust Company of New York, London, as Reference Agent to be 5.25 per cent per annum. Therefore, interest per Note of U.S.\$ 10,000 principal

amounts due on October 25, 1993, the relevant Interest Payment Date, is the amount of U.S.\$ 268.72.

Dresdner Bank Aktiengesellschaft Principal Paying Agent

Frankfurt am Main, April 14, 1993

Dresdner Bank Group

## MITSUBISHI CAPITAL INC

USS 9,000,000 GUARANTEED DUAL BASIS BONDS DUE 2000 (B BONDS)

In accordance with the provisions of the Bonds, notice is hereby given as follows:

- Interest period: April 22, 1993 to July 22, 1993
- Interest payment date: July 22, 1993
- Interest rate: 3.85% (margin included)
- Coupon amount: USS 2,432.99 per note of USS 250,000

**BIL** BANQUE INTERNATIONALE A LUXEMBOURG

31st March 1993

harply

## INTERNATIONAL COMPANIES AND FINANCE

**Dow result cheers chemical sector**

By Karen Zagor in New York

**DOW CHEMICAL**, the second-biggest US chemicals group, yesterday provided a glimmer of hope for the embattled US chemical industry by posting better-than-expected first-quarter earnings.

Although Dow's underlying first-quarter profits dropped 28 per cent to 47 cents a share, they were significantly above the 30 cents Wall Street had anticipated. Dow's shares climbed \$2% to \$55 before the close yesterday.

Mr Leonard Bogner, senior chemical analyst at Prudential Securities, attributed the unexpectedly strong results to "a recovery in Dow's traditional

commodity chemicals and plastics operations, plus a profit contribution from Europe. Most analysts had expected European operations to be in the red.

Mr Bogner said: "While the numbers do not suggest that the chemical cycle is booming, we believe that they do suggest the erosion in profitability is over for chemicals. We would anticipate a slow recovery for the rest of 1993 and some big improvements in earnings in 1994 and 1995."

Special items in the 1993 and 1992 quarters muddied Dow's balance sheet.

In the latest quarter, Dow had net earnings of \$402m or \$1.47, including a one-time gain

of \$450m, or \$1, from the sale of its 50 per cent stake in Dowell Schlumberger.

A year earlier, Dow posted a net deficit of \$557m, or \$2.17, including charges of \$765m for accounting changes.

Sales in the 1993 quarter slipped 6 per cent to \$4.4bn from \$4.5bn.

The company's hydrocarbons and energy business narrowed its operating loss to \$7m, from \$31m, on flat sales of \$384m.

Consumer specialties saw operating earnings plunge 52 per cent to \$162m on a 15 per cent decline in sales to \$1.3bn.

Marion Merrill Dow, the company's pharmaceuticals operations, posted sharply lower sales and operating income in the period.

in spite of a sharp drop in thermoplastic prices in Europe.

Dow said gains in polyurethanes, styrenics and fabricated products led the advance in operating income. Sales slipped 3 per cent to \$1.5bn.

The company's hydrocarbons and energy business narrowed its operating loss to \$7m, from \$31m, on flat sales of \$384m.

Consumer specialties saw operating earnings plunge 52 per cent to \$162m on a 15 per cent decline in sales to \$1.3bn.

Marion Merrill Dow, the company's pharmaceuticals operations, posted sharply lower sales and operating income in the period.

**United Technologies plunges 32% for quarter**

By Martin Dickson in New York

**UNITED TECHNOLOGIES**, the US high-technology company, reported a 32 per cent drop in first-quarter like-for-like net income, due to plunging profits at its Pratt & Whitney aero-engine division, which has been hit hard by the problems of the world airline industry.

UTC reported net income of \$64m, or 42 cents a share, compared with \$94m, or 68 cents, in the same period of last year, before the impact of a 1992 accounting change. Revenues totalled \$4.9bn, down from \$5.2bn.

Pratt's earnings totalled \$13m, down from \$151m for the same period of last year, while its revenues were \$1.4bn, compared with \$1.8bn.

This more than offset improved performances in other businesses. Flight systems reported income of \$82m, up from \$40m due to improved deliveries of Sikorsky helicopters. Otis elevator made \$94m, up from \$80m, and automotive parts \$37m, up from \$13m.

Earnings from US manufacturing and marketing fell to \$63m, from \$78m last year, reflecting a glut of supply which depressed refinery margins on the east coast and Gulf of Mexico coast. In contrast, Texaco's west coast operations had improved margins.

International exploration and production profits slipped to \$75m in the 1993 quarter, from \$102m. Last year's earnings benefited from currency gains of \$25m from lower UK deferred taxes.

Stronger margins in Latin America and the Caltex operating area lifted Texaco's international manufacturing and marketing earnings to \$128m from \$81m.

Texaco's petrochemical operations lost \$7m in the 1993 quarter, compared with earnings of \$6m a year earlier.

economic forecast for the US, but the outlook for Europe had deteriorated, with virtually no real growth expected.

Caterpillar shares rose 4% in morning trading on the New York Stock Exchange, to stand at \$66.8m before the close, and stock market indices also rose in response to its encouraging US economic news.

The company said other factors behind the improvement included improved margins from better prices and lower cost levels.

Sales and revenues in the quarter totalled \$2.7bn, up \$514m or 24 per cent from last year.

The company said physical sales volume of machinery and engines rose 18 per cent in the quarter, particularly in the US, due to both the inventory

build-up and poor sales volume last year because of the strike and low customer demand.

Sales outside the US totalled \$1.24bn, 8 per cent higher than the same period of last year, despite recession in continental Europe and Japan.

Caterpillar said that economic recovery had begun in the UK and its sales there were now above the levels of a year ago.

It forecast that worldwide company sales would improve moderately in 1993, with a higher percentage of US sales than previously expected.

Its results would be highly dependent on the strength of growth in the US, the severity of recession in Europe, and economic and political conditions in Brazil, where it has large operations.

**Caterpillar's advance to \$34m helps spur market**

By Martin Dickson in New York

**CATERPILLAR**, the construction equipment group, helped spur a US stock market rally yesterday, when it reported higher-than-expected first-quarter earnings.

The company made \$34m, or 34 cents a share, against a loss before special accounting items of \$132m, or \$1.31 a share, in the same period of last year when the business was hit by a combination of US recession and a bitter employees' strike.

The strong performance was due mainly to a 44 per cent increase in group sales in the US market as dealers built up inventory in expectation of higher 1993 sales.

The company said it had revised upward its 1993 eco-

nomics forecast for the US, but the outlook for Europe had deteriorated, with virtually no real growth expected.

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**Allied Signal shows 22% rise to \$149m**

By Martin Dickson

**ALLIED SIGNAL**, the high-technology group which has enjoyed strong earnings growth since the arrival of a new chairman in 1991, yesterday reported a 22 per cent rise in first-quarter net income, helped by strong productivity gains.

The drop in Pratt's sales and earnings was due to lower engine shipments and sharply reduced spare part sales.

Spares are among the most lucrative parts of the aerospace business, but during downturns airlines cut back on the size of their fleets and spares inventories.

The company said commercial spare part sales in the quarter averaged \$94m a month, down from \$154m a month in the same period of

last year. However, after two exceptionally low quarters for orders at the end of 1992, spare parts orders had improved in the latest quarter.

• Cigna, the Philadelphia-based composite insurer, is reorganising its property-casualty operations into three business units, in an effort to become a "specialist" company, APDI reports.

The reorganisation, which takes effect immediately, will create divisions focusing on large risks, standard commercial business and special markets respectively.

• Transamerica, the US financial services group which last week sold its property and casualty insurance unit to the public for \$1bn, reported first-quarter net income of \$91.8m, writes Patrick Harverson in New York.

A year ago, the group recorded net income of \$83.6m, although that included \$12.5m from the discontinued insurance operations. Transamerica's remaining life insurance business, which posted a 19 per cent increase in income to \$61.8m, made the biggest contribution to group earnings.

• Cigna, the Philadelphia-based composite insurer, is reorganising its property-casualty operations into three business units, in an effort to become a "specialist" company, APDI reports.

The reorganisation, which

aerospace industry and severe recession in Europe, operating margin expanded to 8.2 per cent in after-tax profits, to \$152m, in the third quarter to March 27. The improvement came on sales 5.2 per cent higher, at \$3.3bn.

The company said it saw "continued margin improvement in packaged foods".

However, on the personal products side, strong performance in the US was offset by weakness in Europe, and operating profit from this division slipped 2.8 per cent, to \$127m.

The group is showing net profit of \$51.4m for the first nine months on sales of \$10.7bn. Earnings per share for the quarter were 30 cents, against 27 cents a year ago. The nine-month figure is \$1.

**Sara Lee 10% up on higher sales**

By Nikki Tait

**SARA LEE**, the Chicago-based consumer products company, yesterday reported a 10.6 per cent increase in after-tax profits, to \$152m, in the third quarter to March 27. The improvement came on sales 5.2 per cent higher, at \$3.3bn.

The company said it saw "continued margin improvement in packaged foods".

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**Costain Finance N.V.**

(Incorporated in the Netherlands Antilles with limited liability)

**Notice of Extraordinary Resolution**

of the holders of

**7½ per cent. Guaranteed Redeemable Convertible Preference Shares 2003**

(the "Preference Shares")

**of Costain Finance N.V.**

(the "Company")

NOTICE IS HEREBY GIVEN that at a meeting of the holders of the Preference Shares held on the 8th day of April, 1993 the following resolution was duly passed as an Extraordinary Resolution in accordance with the provisions of the Articles of Association of the Company:-

**EXTRAORDINARY RESOLUTION**

(i) THAT:-  
the sum of the whole of the issued share capital of Richard Costain (Holdings) Limited on the terms and conditions contained in the agreement dated as of 20th October, 1992 between Costain Group PLC (1) and Peabody Resources (UK) Limited (2), as amended by a Settlement Agreement dated 1st March, 1993 between (Inter alia) the same parties (as either or both of the same may be amended or varied from time to time), details of which are set out in the circular dated 1st April, 1993 distributed to, inter alia, the ordinary shareholders of Costain Group PLC (a copy of which is produced herewith) be and may be hereinafter referred to as the "Agreement";

(ii) (a) The Terms of Issue of the Preference Shares (as such Terms of issue are contained in the Articles of Incorporation of the Company and a Resolution of the Board of Management of the Company dated 1st August, 1988) be and are hereby amended by deleting sub-paragraph (iii) of paragraph 1(b) and inserting in its place the following:-

the Articles of Incorporation of the Company be and are hereby amended by deleting sub-paragraph 1(b), Article 5 and inserting in its place a new sub-paragraph 1(b), each of the new sub-paragraphs referred to above being in the following form:-

Subject to the completion of the sale and purchase of the whole of the issued share capital of Richard Costain (Holdings) Limited on the terms and conditions contained in the Agreement dated 1st April, 1992 between Costain Group PLC (1) and Peabody Resources (UK) Limited (2), as amended by a Settlement Agreement dated 1st March, 1993 between (Inter alia) the same parties (as either or both of the same may be amended or varied from time to time), the holder of each Preference Share will have the option to require the Company to redeem the Preference Shares at a price of \$149m per share, plus dividends accrued but unpaid to (but excluding) the date of redemption.

Such option is exercisable during the period commencing on the day following the completion of the Sale and expiring on the day falling 60 days after completion of the relevant Certificate together with all interest and dividends thereon.

Coupons appearing thereto maturing after 24th August, 1992 (falling which amount equal to the face value of the certificate) shall be paid to the holder of the certificate on the date of payment of any Paying and Conversion Agent, accompanied by a duly completed option notice in the form obtainable from any Paying and Conversion Agent. The Paying and Conversion Agent with which such option notice, certificate and Coupons (if applicable) are deposited shall issue to the Preference Shareholder concerned a non-transferable receipt (an "Opted Preference Share Receipt") in respect of the relevant Preference Share. For the purpose of this Option, the term "Paying and Conversion Agent" means the bank or other institution which holds the relevant Certificate, Coupons and duly completed option notice to a Paying and Conversion Agent in accordance with the aforementioned requirements of this sub-paragraph.\*\*

**OPTION FOR THE REDEMPTION OF THE PREFERENCE SHARES**

On 22nd April, 1993 the sale and purchase of the whole of the issued share capital of Richard Costain (Holdings) Limited was completed pursuant to the terms of the agreement dated as of 20th October, 1992 between Costain Group PLC and Peabody Resources (UK) Limited, as amended by a Settlement Agreement dated 1st March, 1993 (Inter alia) the same parties.

Accordingly, under the Terms of Issue of the Preference Shares (as amended by the Extraordinary Resolution referred to above) the holders of the Preference Shares now have an option to require the Company to redeem each Preference Share at a redemption price of \$149.50 less any dividends accrued but unpaid to (but excluding) the date of redemption (as defined in the Extraordinary Resolution).

Such option is exercisable during the period commencing on 23rd April, 1993 and expiring on 21st June, 1993 ("Option Period").

**ACTION TO BE TAKEN**

Holders of the Preference Shares may exercise their option at any time during the Option Period by completing an option notice in the form obtainable from the offices of any Paying and Conversion Agent specified below and depositing the duly completed option notice together with the relevant Preference Share Certificates and Coupons at any specified office of any Paying and Conversion Agent. The Paying and Conversion Agent with which such option notice, Preference Share Certificate and Coupons (if applicable) are deposited shall issue to the Preference Shareholder concerned a Opted Preference Share Receipt (an "Opted Preference Share Receipt") in respect of the relevant Preference Share. The Paying and Conversion Agent will be advised by the relevant Paying and Conversion Agent regarding the surrender of the relevant Preference Share Certificates and Coupons at a Paying and Conversion Agent in accordance with paragraph 5 of the Terms of Issue.

**PRINCIPAL PAYING AND CONVERSION AGENT**

Bankers Trust Company, 1 Appold Street, Broadgate, London EC2A 2HE.

Attention: Corporate Trust and Agency Group

**PAYOUT AND CONVERSION AGENTS**

Bankers Trust Luxembourg S.A., P.O. Box 807, 14 Boulevard F.D. Roosevelt, L-2450 Luxembourg.

Swiss Bank Corporation, Aachenverstrasse 1, CH-4002 Basel.

Dated 23rd April, 1993 By order of the Board of Management of Costain Finance N.V.

**GENERAL MEETING TO BE HELD ON APRIL 26, 1993****AGENDA**

The general meeting of shareholders will be held on April 26, 1993 at COURREBOURG 12, Avenue des Champs Elysées, 1000 Brussels, Belgium at 11.15 at the registered office, 12 COURREBOURG (P.M.00) 1000 Brussels, 12 Avenue d'Amsterdam. This general meeting will be presided over by the chairman.

BOARD OF DIRECTORS REPORT ON THE COMPANY'S OPERATIONS FOR FINANCIAL YEAR 1992.

ANNUAL REPORT ON FINANCIAL YEAR 1992 ACCOUNTS AND ELEMENTS FOR FIXING THE PARTICIPATING STOCK YIELD.

PROPOSAL TO AUTHORISE THE BOARD OF DIRECTORS TO AUTHORISE THE ISSUE OF NEW ORDINARY SHARES.

POWER FOR FORMALITIES.

To avoid the meeting the participating stock owners will have to provide a blocking affidavit issued by the trustee and in order to appear at the meeting they will have to add a proxy to the affidavit.

## INTERNATIONAL COMPANIES AND FINANCE

## Freegold output behind Anglo American climb

By Philip Gavith  
in Johannesburg

IMPROVED gold output from the Freegold mine helped the gold mining operations of South Africa's Anglo American group to record a 3.5 per cent increase in attributable profits to R209.8m (\$66.2m) in the three months to the end of March, from R202.7m in the December quarter.

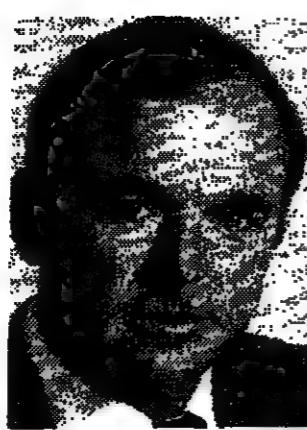
Anglo American, the world's largest gold producer, lifted production by 3 per cent to 67,091kg from 66,399kg in the previous quarter. The average revenue rose by 2 per cent to R24.705 per kg from R24.040 per kg reflecting the benefits of hedging and a firmer gold price.

Total costs rose by 3 per cent to R1.79bn from R1.75bn, with average unit costs 1 per cent higher at R26.731 per kg against R26.387 per kg.

Mr Clem Sunter, chairman of Anglo American's gold and uranium division, noted that the attributable profits were 27 per cent higher than the quarterly average in 1992 of R165m. He was cautiously optimistic about the group's prospects. He said there was more of a positive attitude in the market towards gold, and there was "definite scope now for gold to move into the \$350 to \$370 an ounce range."

This would benefit Anglo American's mines, he said, as no mine, taking any 12-month period, had more than 50 per cent of its production hedged.

Freegold, the holding com-



Clem Sunter: 'positive attitude in market towards gold'

pany for the group's Free State operations, achieved a quarterly production record of 30,054kg, up from 28,950kg in the December quarter. Its attributable profits rose by 22.8 per cent to R52.7m from R75.5m on the back of increased production, lower unit costs and a 2.6 per cent increase in the average price of gold.

The group's Transvaal mines all performed solidly. Vaal Reefs' production was virtually unchanged at 18,901kg, but attributable profits fell to R53.6m from R61.8m as last year's figures included a dividend from Southvaal Hold-

ing. The directors said Western Deep Levels had had its best first quarter in years, but attributable profits dropped to R32.6m from R40.1m due to a sharply higher tax charge.

## Kao turns in improvement

IN SPITE of the slump in consumer spending, Japanese women are still spending heavily on cosmetics and personal hygiene products, according to Kao, the country's leading household products manufacturer, writes Charles Leadbeater.

Yesterday, it reported a 17 per cent increase in group pre-tax profits to Y35.32bn (\$40.8m) for the year to the end of March from Y38.82bn a year earlier. Consolidated sales rose by 5.7 per cent to Y771.37bn from Y729.88bn.

Group earnings per share fell 7.6 per cent to Y34.07 from Y36.87 reflecting an increase in the number of outstanding shares following a one-for-10 stock split during the year.

The directors set the final dividend at Y3 a share, making an unchanged Y10 for the year.

## Rise of 21% in per share earnings at Citic Pacific

By Simon Holberton  
in Hong Kong

CITIC Pacific, the Beijing-controlled conglomerate in Hong Kong, yesterday posted a 200 per cent rise in net profits to HK\$1bn (US\$129m) from HK\$32.9m in 1991 on turnover of HK\$8.3bn, up from HK\$1.5bn.

The directors declared a final dividend of 22 cents a share, making 30.2 cents for the year - up 25 per cent on 1991.

Comparisons with the past are difficult because Citic underwent a large change in 1992, acquiring Hang Chong, a large trading company. The figures also include a first time contribution from Citic's 12.5 per cent interest in Cathay Pacific and 46 per cent of Dragon Air.

During the year Citic also acquired a 12 per cent stake in Hongkong Telecom, interests in two mainland Chinese power stations and a share in a waste disposal plant in Hong Kong.

With a low level of debt of about \$50m, Mr Fakhouri says that the airline's "conservative policy" during the war has paid off. Its fleet remains substantially the same as that in 1991.

Earnings per share - a better guide to Citic's management of its assets - grew by 21 per cent to 87.4 cents, from 72 cents in 1991.

Mr Larry Yung, chairman, said Citic would continue to acquire more assets and raise more cash but only as long as two pre-conditions were met - "that per share earnings will not be diluted and that the interests of small shareholders will be protected."

Da Chong Hong, which distributes Nissan cars, moved aggressively into mainland China last year. Citic said that sales to China, which analysts put at more than 12,000, accounted for 54 per cent of its total car sales last year.

Seven-Eleven runs an extensive network of 24-hour, local convenience stores, which sell food and household items. The contrast between its improved financial performance and the sharp deterioration in the performance of leading department stores is an indicator of how consumer spending is

## Carrier's crucial timetable for recovery

James Whittington reports on Middle East Airlines' struggle to return to profitability

LEBANON'S Middle East Airlines (MEA), once a successful carrier, has during the past 15 years been associated only with hijackings and terrorism.

Severely affected by the protracted fighting and repeated closures of Beirut International Airport during Lebanon's civil war, the privately-owned carrier was the primary victim of hijacking militias seeking international exposure.

Now hostilities are over and the government led by Saudi-Lebanese prime minister Mr Rafik Al Hariri is determined to rebuild the country. As a consequence, MEA is looking to regain some of its former status.

Mr Abdel Hamid Fakhouri, appointed the airline's chairman in June last year and reportedly close to Lebanese President Elias Hrawi, says: "We are in a period of transition. During the war, our main policy was that of survival. We had to continue. Having survived, we can now look at building on what we have."

With a low level of debt of about \$50m, Mr Fakhouri says that the airline's "conservative policy" during the war has paid off. Its fleet remains substantially the same as that in 1991.

Having suffered accumulated losses of more than \$200m

since 1975, with three Boeing 747s and eleven Boeing 707s. In 1992, it leased two Airbus A310-200s from KLM Royal Dutch Airlines. This contract runs for three years and grants MEA the option to buy the aircraft.

Despite a 26 per cent reduction in the number of employees in 1991, MEA is still the biggest private employer in the country, with 3,572 staff.

The carrier's ownership is split between the majority state-owned Intra Investment Company, which has a 62 per cent stake, and Air France which owns 28 per cent. The remaining 10 per cent is half owned by employees and half by Lebanese investors. Shareholders in Intra include Lebanon's central bank, the National Bank of Kuwait, and the governments of Qatar and Kuwait.

MEA services 37 destinations in Europe, Africa and the Middle East. Last year, it carried 701,805 passengers, which compares with more than 1.1m in 1975 when Lebanon attracted peak numbers of tourists. Unprofitable flights to Ankara and Dacca have recently been stopped and the airline's overall net losses last year were cut to \$5.2m, from \$10m in 1991.

In anticipation of increased passenger traffic, the government plans to expand the state-owned Beirut International Airport. Modernisation of the airport's facilities is already under way. Having been frozen for most of the past 15 years by the civil war, much of the airport's aviation technology is out of date.

A central objective of the airline's comeback strategy is to regain its routes to the US. These were stopped in June 1985 after a TWA airliner on an

Athens-Some flight was hijacked by members of Hezbollah, the Islamic fundamentalist group, and ordered to fly to Beirut.

Mr Fakhouri says: "There is continual dialogue between our government and the US, but so far the response has been 'give it more time'." MEA hopes that when the US rescinds the ban, other important routes will be granted, such as one to Canada and Australia.

"One of the basic characteristics of this country is that we have a large number of Lebanese spread all over the world. MEA could make profits on this market alone, if we are given access to them," he says.

MEA's future hinges on whether this timescale can be met and this depends on Mr Hariri's ability to deliver. The government faces a Herculean challenge in its plans for reconstruction and stabilising an economy awash with corruption, unemployment, poverty and mismanagement.

The country's politics remain volatile, and regional stability is far from guaranteed. While MEA attempts to improve its tarnished image abroad, many potential passengers are likely to wait and see before booking a flight.

## Seven-Eleven Japan advances

By Charles Leadbeater  
in Tokyo

shift from luxury brands to basic goods.

The group's pre-tax profit rose by 9.7 per cent to Y85.16bn (\$76m) for the year to the end of February on overall sales growth of 11.8 per cent to Y181.962m. The company said it was increasing its final dividend by Y0.5 per share to Y24, up Y2 from last year.

Denny's Japan, the fast-food restaurant chain, reported a 19.1 per cent fall in pre-tax profits in the year to the end of February, largely because lower interest rates lowered its non-operating income and it had fewer customers. Denzy's pre-tax profits were Y6.46bn, compared with Y7.99bn in the previous year. Sales rose by 0.6 per cent to Y85.48bn, from Y85bn the year before.

Both Seven-Eleven and Denzy's are affiliated with Ito-Yokado, Japan's largest supermarket and chain store operator. The slump in the Japanese economy was the main factor behind Ito-Yokado reporting its first ever fall in consolidated pre-tax profits.

Ito-Yokado, said consolidated pre-tax profit, covering the parent group and 58 subsidiaries, for the year to the end of February, was 11.1 per cent down at Y181.21m. The parent company's unconsolidated pre-tax profit rose by 0.4 per cent to Y19.51bn on sales of Y151.55bn up 3.6 per cent on the year before.

Tokyu, the Tokyo-based supermarket and chain store operator, reported a 14.2 per cent fall in pre-tax profits to Y4.92bn, on sales which were 22 per cent up at Y291.32bn. Take-Q, the clothing manufacturer, reported a loss of Y1.27bn in the year to February 28. Sales fell by 12.5 per cent to Y74.69bn.

Sales slipped 4.8 per cent to Y203.3bn following a sharp fall in demand from the private construction industry, which has been seriously bruised by a surplus of office and apartments in the two largest cities, Tokyo and Osaka.

The company also reported that weakening demand led to tougher price competition among Japanese makers.

Larger makers export about 20 per cent of their production,

## Tokyo Steel tumbles as rivals cut capital spending

By Robert Thomson in Tokyo

but Tokyo Steel depends for about 90 per cent of its sales on a still-weakening domestic market.

Tokyo Steel hopes that a Y13,200bn economic package announced last week will stimulate orders for public works projects, and is confident that the private construction market will recover later this year.

But, for the year ending next March, the company expects a 13 per cent fall in sales to Y17.6bn, and a pre-tax profit of only Y3bn.

Meanwhile, Nippon Steel, the world's largest steelmaker, announced a 15 per cent cut to Y170bn in capital spending planned for this year, while NKK, another leading maker, said its outlays would fall 29 per cent to Y145bn.

## 3i GROUP PLC

£75,000,000

FLOATING RATE NOTES 1994

FOR THE THREE MONTH PERIOD

21ST APRIL, 1993 TO 21ST JULY, 1993

In accordance with the provisions of the Notes, notice is hereby given that the rate of interest has been fixed at 6 1/4 per cent per annum and that the interest payable on the relevant interest payment date, 21st April, 1993 against Coupon No. 35 will be £771.32 from Notes of £50,000 nominal and £77.13 from Notes of £5,000 nominal.

## S.G.WARBURG & CO. LTD.

(Agent Bank)

### Notice of Partial Redemption

#### RHONE-POULENC S.A.

FRF 600,000,000

6 5/8% Series A Bonds due 1998

with Income Warrants to acquire up to

FRF 600,000,000

5 5/8% Series B Bonds due 1998

In accordance with the provisions of the Bonds, notice is hereby given that the rate of interest has been fixed at 6 1/4 per cent per annum and that the interest payable on the relevant interest payment date, 21st July, 1993 against Coupon No. 35 will be £771.32 from Notes of £50,000 nominal and £77.13 from Notes of £5,000 nominal.

### Notice of Partial Redemption

#### Nationwide

£100,000,000

Floating rate notes

due 1998

(Issued by Anglia Building Society)

Notice is hereby given that the notes will bear interest at 6.1875% per annum from

21 April 1993 to 21 October 1993.

Interest payable on 21 October 1993 will amount to £51,22.32

per £100,000 note

US\$24.64 per US\$10,000 note

note and £2.54.63 per £100,000 note.

Agent: Morgan Guaranty Trust Company

JPMorgan

Notice is hereby given that the notes will bear interest at 6.1875% per annum from

21 April 1993 to 21 July 1993.

Interest payable on 21 July 1993 will amount to £77.13 per £100,000 note and £3,856.59 per £250,000 note.

Notice is hereby given that the notes will bear interest at 6.1875% per annum from

21 April 1993 to 21 October 1993.

Interest will cease on the Bonds called for redemption on and after the Redemption Date.

Payment will be made upon presentation and surrender of the Bonds, together with all appurtenant coupons maturing subsequent to the Redemption Date.

The Fiscal Agent:

Banque Nationale de Paris (Luxembourg) S.A.

Pierson, Heldring & Pierson N.V.

Bank Mees & Hope N.V.

announce that as from April 23, 1993, they merged into

## MeesPierson

In the Netherlands MeesPierson N.V. is established in Amsterdam, Rotterdam and The Hague.

MeesPierson is also established in:

Antwerp, Aruba, Bahamas, Budapest, Curacao, Geneva, Guernsey, Hamburg, Hong Kong, Isle of Man, Jakarta, Cayman Islands, London, Luxembourg, Madrid, New York, Oslo, Philadelphia, Singapore, St. Maarten, Taipei, Tokyo, Zug, Zurich.

Christiansen Bank og Kreditkasse  
(Incorporated in the Kingdom of Norway with limited liability)  
U.S.\$100,000,000  
Floating Rate Subordinated Notes Due October 1997  
Notice is hereby given that the rate of interest has been fixed at 3.5625% and that the interest payable on the Interest Payment Date, October 25, 1993 against Coupon No. 16 in respect of U.S.\$10,000 nominal of the Notes will be U.S.\$183.07 and in respect of U.S.\$250,000 nominal of the Notes will be U.S.\$4,576.82.  
April 23, 1993, London  
By Citibank N.A. (Issuer Services), Agent Bank CITIBANK

Very  
profitability

## INTERNATIONAL CAPITAL MARKETS

## Cut in Lombard rate puts life back into European markets

By Jane Fuller in London and  
Patrick Harverson in New York

**BOND** markets across Europe sprang back to life following the Bundesbank's decision to cut German interest rates yesterday. The German central bank announced a 3 point cut in the Lombard rate, taking it down to 8.5 per cent, and a 1% point lowering of the discount rate to 7.5 per cent.

The relief was all the greater because dealers said some news agencies initially mistakenly reported that there had been no change in German

mism, culminating in disappointment at the first-quarter M3 money supply expansion and at the German finance minister's warning on the budget deficit earlier this week.

The interest rate cuts were all the more unexpected in the wake of a tiny reduction in the repo rate on Wednesday.

Next week's repo rate is expected to be cut by at least 2 basis points from the current 8.09 per cent, and one economist was looking for it to come down to 7 per cent by the end of June and 6 per cent or less by the end of the year.

The interpretation put on the Bundesbank's action was that it was acknowledging the serious weakness in the real economy.

Italy, Austria, Belgium and the Netherlands followed suit with interest rate cuts. Among the rallying bond markets, Italy gained more than a point.

On the Paris-based Matif exchange, the futures contract gained about half a point as the Bundesbank's move raised hopes of another cut in French interest rates, possibly as soon as the beginning of next week.

The Spanish market also rallied, particularly at the long

end, although dealers said the peseta remained under pressure.

■ THE UK government bond market ended the day a little lower, although the German news led to some recovery after the market had been punctured by the surprisingly good UK unemployment figures.

A second month's fall in the jobless was taken as a sign that the economy had turned the corner, ruling out hopes of a further cut in interest rates and raising concern about inflationary pressure later in the year.

At one stage, the 10 to 15-year bonds were down more than a point and the futures contract was down by a similar amount.

After the Bundesbank came to the rescue, bonds at most maturities recovered to end down by only a quarter point.

However, because of nervousness ahead of next Wednesday's auction, one analyst said some downside risk remained.

For example, if today's retail sales figures indicate a further strengthening of the economy,

	April 22	April 21	April 20	April 19	April 18	Year ago	High *	Low *
Bankers (M)	95.58	95.09	95.89	96.08	96.35	98.45	96.04	92.29
Bankers (S)	111.08	111.80	111.89	112.78	112.21	112.83	108.67	108.67
Belgium 9 1/2 96	100	100	100	100	100	100	100	100
Belgium 9 1/2 98	280	177	180	180	180	180	180	180
IFCI 7 3/4 97	120	120	120	120	120	120	120	120
IFCI 7 3/4 98	100	100	100	100	100	100	100	100
IRE 6 1/2 95	100	100	100	100	100	100	100	100
IRE 6 1/2 97	100	100	100	100	100	100	100	100
IRE 6 1/2 98	100	100	100	100	100	100	100	100
IRE 6 1/2 99	100	100	100	100	100	100	100	100
IRE 6 1/2 01	100	100	100	100	100	100	100	100
CANADA 6 1/2 95	100	100	100	100	100	100	100	100
CANADA 6 1/2 97	100	100	100	100	100	100	100	100
CANADA 6 1/2 98	100	100	100	100	100	100	100	100
CANADA 6 1/2 99	100	100	100	100	100	100	100	100
COUNCIL BOND 6 1/2 95	100	100	100	100	100	100	100	100
COUNCIL BOND 6 1/2 97	100	100	100	100	100	100	100	100
COUNCIL BOND 6 1/2 98	100	100	100	100	100	100	100	100
COUNCIL BOND 6 1/2 99	100	100	100	100	100	100	100	100
IFCI 7 3/4 95	100	100	100	100	100	100	100	100
IFCI 7 3/4 97	100	100	100	100	100	100	100	100
IFCI 7 3/4 98	100	100	100	100	100	100	100	100
IFCI 7 3/4 99	100	100	100	100	100	100	100	100
IFCI 7 3/4 01	100	100	100	100	100	100	100	100
IFCI 7 3/4 03	100	100	100	100	100	100	100	100
IFCI 7 3/4 05	100	100	100	100	100	100	100	100
IFCI 7 3/4 07	100	100	100	100	100	100	100	100
IFCI 7 3/4 09	100	100	100	100	100	100	100	100
IFCI 7 3/4 11	100	100	100	100	100	100	100	100
IFCI 7 3/4 13	100	100	100	100	100	100	100	100
IFCI 7 3/4 15	100	100	100	100	100	100	100	100
IFCI 7 3/4 17	100	100	100	100	100	100	100	100
IFCI 7 3/4 19	100	100	100	100	100	100	100	100
IFCI 7 3/4 21	100	100	100	100	100	100	100	100
IFCI 7 3/4 23	100	100	100	100	100	100	100	100
IFCI 7 3/4 25	100	100	100	100	100	100	100	100
IFCI 7 3/4 27	100	100	100	100	100	100	100	100
IFCI 7 3/4 29	100	100	100	100	100	100	100	100
IFCI 7 3/4 31	100	100	100	100	100	100	100	100
IFCI 7 3/4 01	100	100	100	100	100	100	100	100
IFCI 7 3/4 03	100	100	100	100	100	100	100	100
IFCI 7 3/4 05	100	100	100	100	100	100	100	100
IFCI 7 3/4 07	100	100	100	100	100	100	100	100
IFCI 7 3/4 09	100	100	100	100	100	100	100	100
IFCI 7 3/4 11	100	100	100	100	100	100	100	100
IFCI 7 3/4 13	100	100	100	100	100	100	100	100
IFCI 7 3/4 15	100	100	100	100	100	100	100	100
IFCI 7 3/4 17	100	100	100	100	100	100	100	100
IFCI 7 3/4 19	100	100	100	100	100	100	100	100
IFCI 7 3/4 21	100	100	100	100	100	100	100	100
IFCI 7 3/4 23	100	100	100	100	100	100	100	100
IFCI 7 3/4 25	100	100	100	100	100	100	100	100
IFCI 7 3/4 27	100	100	100	100	100	100	100	100
IFCI 7 3/4 29	100	100	100	100	100	100	100	100
IFCI 7 3/4 31	100	100	100	100	100	100	100	100
IFCI 7 3/4 01	100	100	100	100	100	100	100	100
IFCI 7 3/4 03	100	100	100	100	100	100	100	100
IFCI 7 3/4 05	100	100	100	100	100	100	100	100
IFCI 7 3/4 07	100	100	100	100	100	100	100	100
IFCI 7 3/4 09	100	100	100	100	100	100	100	100
IFCI 7 3/4 11	100	100	100	100	100	100	100	100
IFCI 7 3/4 13	100	100	100	100	100	100	100	100
IFCI 7 3/4 15	100	100	100	100	100	100	100	100
IFCI 7 3/4 17	100	100	100	100	100	100	100	100
IFCI 7 3/4 19	100	100	100	100	100	100	100	100
IFCI 7 3/4 21	100	100	100	100	100	100	100	100
IFCI 7 3/4 23	100	100	100	100	100	100	100	100
IFCI 7 3/4 25	100	100	100	100	100	100	100	100
IFCI 7 3/4 27	100	100	100	100	100	100	100	100
IFCI 7 3/4 29	100	100	100	100	100	100	100	100
IFCI 7 3/4 31	100	100	100	100	100	100	100	100
IFCI 7 3/4 01	100	100	100	100	100	100	100	100
IFCI 7 3/4 03	100	100	100	100	100	100	100	100

Continuing pressure on UK margins following devaluation of sterling

## Albert Fisher shows advance to £25m

By Andrew Bolger

MR STEPHEN Walls has become full-time executive chairman of Albert Fisher, the food processing and distribution group.

The announcement accompanied the interim figures which disclosed a pre-tax profit of £22m.

Mr Walls became non-executive chairman in July after the sudden departure of Mr Tony Millar following a profits warning. Mr Millar built the company by acquisition into one of the stock market stars of the eighties.

The profit covered the six months to February 28 and compared with a restated £17m last time. The shares, which fell from 82p last May to a low of 31p in August, yesterday dipped 2p to 69p.

Sales slipped from £908m to £859m. Mr Walls said: "We have yet to see any significant impact of an upturn in the UK economy on our markets, with continuing pressure on margins following the devaluation of the pound."

"As we anticipated, the over supply of fresh produce has continued to overhang the market in Europe which, when linked to the recession now prevalent throughout Europe, continues to create very difficult marketing conditions."

### Albert Fisher

Share price (pence)



Source: FT Graphite

However, the first signs of improvement in the North American market are evident, particularly in our south-east region."

The European fresh produce division suffered most, with operating profits down from £7m to £420,000. German trading was hit by recession and low banana prices. In the UK, an exceptional European apple crop continued to overhang the market, while on the Continent the large Spanish citrus crop and reduced demand led to severely depressed margins.

The apple glut also affected

the European food processing division, which saw operating profits fall from £13.7m to £9.2m. The juice and concentrates business of Mondi Foods suffered from the apple surplus and fruit supply problems from eastern Europe.

The European seafood business was the group's star performer. An improved harvest of cockles and mussels helped increase operating profits from £5.4m to £9.4m.

The North American fresh produce operations saw operating profit fall from £6.6m to £5.6m. Although market conditions remained depressed at the beginning of the period, with margins still under pressure, there were first signs of recovery early this year.

The group also announced that it has sold Grossman, a US distributor of paper and plastic disposable products, to the US distribution arm of Bunnell, the UK paper company, for about \$10m (£6.4m).

Mr Walls said the group would continue to seek better synergy among its activities, increase efficiency and strengthen its market position - particularly in areas which offered higher margins than pure commodity businesses.

Earnings per share increased from 1.19p to 2.68p. The interim dividend is held at 1.85p.

See Lex



Stephen Walls: appointed full-time executive chairman

## Spring Ram attracts critics

By Jane Fuller

SPRING RAM, the kitchens and bathrooms group, finally brought out its annual report and accounts yesterday, with several more items under the "notes to the accounts" heading.

The document was read with particular interest by analysts, because the group blamed its sharp fall in 1992 profits - the first setback since its flotation in 1983 - on a change in accounting policies and pressure for a conservative approach.

The report includes a proposal that Arthur Andersen be reappointed as auditors on May 21.

The board had engaged in much haggling with the accountancy firm prior to bringing out a pre-tax profit figure of £28.2m, a third less than expected.

The extra work earned Andersen higher auditing fees of £170,000 (£140,000) and an additional £91,000 (£136,000) on non-audit fees.

A few of the new notes, however, were criticised by analysts for not showing 100 per cent conservatism: for instance, the carrying forward of some marketing and business development costs and the capitalising of interest on some investment in fixed assets.

There was also quibbling over the group's claim to having year-end net cash of £10m, because the figure excluded £4.74m owed in non-bank loans and £6.52m in bills of exchange.

Mr Stuart Greenwood, the finance director who has resigned over accounting controversies at the group but is carrying on until a replacement is found, said these items were partly to do with tax and partly trade credit.

On the accounting policy questions, he commented: "Some would say not everything is conservative, but I think the accounts are substantially prudent."

## Clark's shareholders urged to reject Shoes

By Maggie Urry

SHAREHOLDERS in C&J Clark, the private shoe company which has received a takeover proposal from Berisford International and its food group, were yesterday sent a letter from a group of shareholders urging serious consideration of the bid.

The letter is from Mr Hugh Clark, Mr Michael Clark and Mr David Edwards, and is in part a response to a letter from Shoes, a group of "shareholders opposed to enforced sale".

The three say that the acronym is misleading as the sale depends on a vote of shareholders and is not "enforced". It also condemns Shoes for recommending rejection of the bid without putting forward "a deliverable alternative".

Shoes also published a letter yesterday strongly recommending shareholders not to vote for the bid and promising a fuller letter next week containing details of what it considers to be a viable alternative.

Shareholders will vote on the future ownership of Clark at an extraordinary meeting on May 7. Before them will be a resolution to sell the company's business and assets to Berisford.

If that is passed Berisford will make an offer worth £13p in cash, shares or loan notes, and a further 26p of cash to be paid from the sale of surplus properties. If the offer fails to win 90 per cent acceptances, Clark can revert to the plan of selling the business to Berisford.

On turnover ahead 18 per cent at £13.3m (£11.3m) profits for the year to January 31 rose from £1.62m to £2.2m.

Earnings improved to 31.2p (21.3p). The final dividend is 6.4p for a total of 10.4p (8.7p).

## Restructuring costs hold Etam to 3% improvement

By Roland Rudd

THE ABSENCE of defence costs helped Etam, the fashion retailer, to report a 3 per cent increase in pre-tax profits for the year ended January 30.

Profits rose from £10.7m to

£10.9m on increased sales of

£221m (£213m).

Last year Etam spent £1.2m on successfully repelling a 185p a share bid from Oceans Investment Corporation of South Africa, which acquired a 34 per cent stake. Etam's shares yesterday rose 10p to 22p.

Operating profits slipped to

£11.8m (£11.9m).

Mr Keith Miles, finance director, said: "I hoped it could have been a better year but we are only just coming out of the recession."

Mr Miles criticised the decision of Oceans to show 34 per cent of the company's profits as its own. "They should not have equity accounted since

they have no influence on us whatsoever."

Equity accounting requires a shareholder to have "significant influence" over the company in which it has a holding. Etam has refused Oceans's request for boardroom representation.

Etam, which caters for

women and girls, is getting out

of its loss-making mens' wear

division which accounted for

less than 5 per cent of sales.

This resulted in a £431,000

restructuring charge.

The loss on disposal of fixed

assets, which included withdraw

ing from a shop with high

rent, was £752,000 (£532,000).

Capital expenditure increased to £21.6m (£21.1m) while net assets rose to £76.1m (£73.9m).

Earnings per share were

10.29p (9.42p).

The proposed

final dividend is raised to 5.25p

giving an increased total of

6.3p (6.6p).

### COMMENT

Etam had taken the precaution of making sure its somewhat disappointing results came as no surprise. The difficult second half led to higher markdowns, resulting in lower operating profits. The future looks more promising. It has now taken a number of steps to improve the bottom line, including closing the loss-making mens' wear operations and withdrawing from a shop charging an exorbitant rent.

With continuing uncertainty in South Africa, Oceans is unlikely to sell its 34 per cent stake, which is just as well for Etam since it would not want it sold to a UK predator.

With the end of the recession in sight the group is forecast to make full year pre-tax profits of £14.5m, giving earnings per share of 14.5p.

The shares look fairly priced on a prospective multiple of 16.2.

## Sprait seeking new strategy

By Philip Coggan, Personal Finance Editor

SAVE & PROSPER Return of Assets Investment Trust is asking shareholders for approval to alter its investment strategy and change its name to the Fleming Geared Income & Assets Investment Trust.

Sprait was founded in 1984 to invest in fixed proportions of three unit trusts, also managed by Save & Prosper. It has a split capital structure, with ordinary and participating preferred shares, and warrants.

The preferred shares initially paid a 7 per cent dividend, which will increase by 0.7 per cent year until 1995. When the trust is wound up, sometime between 2003 and 2010, the pre-

ferred shares will receive 100p, plus 10 per cent of the growth in assets.

The nature of the preferred shares means that the return to ordinary shareholders is highly geared to assets and dividend growth.

Things went well during the 1980s when assets and dividends achieved strong growth. But in the 1990s recession, many companies have cut their dividends and this has led the trust flexibility, enhance prospects for capital and dividend growth and reduce the expected fall in earnings per share.

The result will be a substantial cut in the earnings attributable to the ordinary shares, with the managers estimating that earnings per share will fall from 6.3p in the year to end

### DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Grosses pending dividend	Total for year	Total last year
Abtrust New Euro	£m 0.3	July 9	0.3	0.3	0.3
Austin Reed	£m 3	July 1	3	6	6
Etam	£m 5.25	July 2	5.1	5.8	6.6
Exmoor Dual Tst	£m 2.65	June 7	2.8	-	10.55
Fisher (Albert)	£m 1.65	July 15	1.85	-	3.75
Govex Strategic	£m 2.65	June 18	2.65	-	6.75
Lamont	£m 5.05	May 22	5.05	7.2	7.2
Low (William)	£m 2.7	June 4	2.7	3.4	3.4
Producfoot (Aled)	£m 6	July 7	13.5	12	19.5
RAM Geared	£m 3.325	June 18	3.225	7.525	7.525
Wembley	£m nil	-	0.9	0.2	1.8
Yorklyde	£m 6.4	July 1	5.7	10.4	9.7

Dividends shown pence per share net except where otherwise stated. SUSM stock. \*Making 5.1p to date.

## Wembley deficit widens to £12m

By Richard Gourley

WEMBLEY, owner of the north London stadium, fell further into losses last year weighed down by the cost of its high debt and a stagnant market.

Pre-tax losses rose from £8.4m to £12m on sales up 13 per cent at £191.4m. Losses per share fell from 7.9p to 5.9p after adjusting for the bonus element of the rights issue in February last year.

The board is not recommending a final dividend and does not anticipate making a payment until there is "significant" improvement in profitability.

Wembley also revealed the identity of the investor group behind Orpington Investments, which has appeared on the share register with an 11 per cent stake after buying of the 16 per cent stake owned by United Dutch.

The group is Rolaco Holdings, a Swiss-based company that has stakes in companies like the Kempinski hotel group and Club Mediterranee.

United Dutch, once Wembley's largest shareholder, filed for bankruptcy protection in the Netherlands in March.

Sir Brian Wolfson, chairman, said trading conditions had remained tough in 1992. The group would be re-focusing on

the management of other international venues.

Interest charges fell to £14.4m (£15.9m) as rates declined and debt was repaid.

But with £140m (£160m) of debt gearing is 80 per cent in spite of the rights issue.

Wembley also took a £13.4m exceptional charge for the costs of restructuring and refinancing the bank debt. There were also £21.3m of extraordinary charges relating to losses on sale of assets.

At the trading level profits grew 5 per cent to £15.8m. At the stadium complex, profits rose to £6m (£4.3m). Perimeter advertising in the stadium fell, however, and the Arena held only 148 events compared with 180 in 1991. Greyhound racing profits fell to £5.4m (£7.9m).

• COMMENT

Sir Brian could ever accuse Sir Brian Wolfson of lacking enthusiasm. Unfortunately, with the exception of the upgrading of the core stadium complex, many of his group's ventures have been less than successful. Hence gearing of 80 per cent and the current focus on asset disposals. It must come as some relief, therefore, that Wembley's latest efforts focus on leveraging the Wembley name by bidding to manage other people's stadiums -



## RECRUITMENT

**JOBS:** Advertised demand remains on the downpath for most types of executive staff in Britain

**W**HEN it comes to conjuring up mental visions of terror, the poet Samuel Taylor Coleridge had few equals let alone betters. As an example, witness the picture he draws, in *The Rime of the Ancient Mariner*, of "...one that on a lonesome road / Doth walk in fear and dread; / And having once turned round walks on, / And turns no more his head; / Because he knows, a frightful fiend / Doth close behind him tread."

All of which suggests the horror Coleridge must have felt at the spectre of his country being run by a certain set of people. Those he had in mind – and beside whom, he would say, "the worst form of aristocracy would be blessing" – were "a contemptible democratic oligarchy of glib economists".

Fortunately, although economists have bred copiously in Britain since his death in 1834, they haven't quite taken full control of the country yet. In the meantime, however, Brits who believe their economy is now recovering from recession might like to ponder the implications of a lesser spectre: that of industry and commerce eventually being run by computing specialists in harness with sales and marketing folk.

After all, portents of said development are to be found in the table alongside. As on previous occasions, it gives the results over the past five years of the MSL International consultancy's counts

of jobs for managers and higher-ranked specialists which are advertised in the United Kingdom's weightier journals. Each post so offered is counted as just one, no matter how many times the ad for it appears in various organs.

The upper part of the table focuses on the 12-monthly period to March 31, showing first the number of advertised

openings in eight broad categories of executive-level work, then the total. Below that come the all-categories tallies for each quarter of the period.

Now in all the years I have been reporting MSL's figures, I'd never been keener to see the latest three-monthly count. The reasons were twofold, the first dating back to six months ago.

It was then that, after what seemed like ages of unrelied decline in every niche of the advertised market, a bright spot suddenly appeared. Demand in the sales and marketing category, having repeatedly plumbed ever lower depths, rose by comparison with the 12 months before. The next tally which came three months ago showed not only that the

said rise was continuing, but that it had been joined by an upturn in computing.

With those two improvements in the bag, my second reason for being eager to see the latest figures lies in the seasonal pattern: the counts have taken since the consultancy began them in 1988. Almost always, January-March has been the best quarter for demand in the calendar year. So I was expecting to find plus-signs also sparkling beside further categories of work.

Alas, as may be seen, they have not appeared. Hence, if UK industry and commerce are emerging from recession, they are evidently doing same without need to advertise for increased supplies of any executives except computing, and sales and marketing types.

That has not stopped MSL's chief executive Garry Long from greeting the count with glad heat. Focusing on the jump between the two latest quarters, from 2,936 posts of all types in October-December to 3,955 in January-March, he says: "These figures are particularly encouraging because they signal an increase in recruitment at managerial and executive level – a sure sign of investment for growth."

I fear I disagree. True, the quarterly jump is marked. At 34.7 per

cent, it compares with an average rise of 20.3 per cent between those same two quarters over the years since 1980. But 3,955 is still 2.5 per cent down on the 4,058 jobs advertised in January-March a year ago, a period when the market seems likely to have been depressed by employers' anxieties about the forecast Labour win in the April election.

If so, then the at least short-term relief when the Conservatives prevailed may have released pent-up demand and distorted the seasonal pattern for 1992. Accordingly, in an attempt to adjust for same, I have traced back to 1980, comparing the January-March periods with the average for all three preceding quarters of the year before.

By that yardstick, the latest 3,955 does not represent a jump of 34.7 per cent, or indeed one of marked degree at all. It works out at 14.8 per cent against a 13-year average of 14.5.

Even so, while computing and the

sales area may be the only beneficiaries of an upturn in the advertised market, there may still be a rise in recruitment of other types by different means. After all, as a result of wholesale sackings, many able executives have signed up with agencies which keep registers of available staff. So it may be that employers are filling their needs from such sources rather than by advertising until the agencies' stocks run low.

Michael Dixon

Category of work	(12 months to March 31)				
	1982-3 Posts Change adver- tised 91-92 %	1981-2 Posts Change adver- tised 90-91 %	1980-91 Posts Change adver- tised 89-90 %	1989-90 Posts Change adver- tised 88-89 %	1988-89 Posts Change adver- tised 87-88 %
Research, design & development	1,191 -23.5	1,586 -45.4	2,849 -23.8	3,738 -14.1	4,353 +24.0
Sales and marketing	2,615 +17.8	2,920 -15.6	2,630 -24.4	5,164 -19.0	7,305 +17.1
Production	2,090 -15.3	2,476 -42.1	4,276 -26.6	5,583 -13.3	7,602 +2.5
Accounting and finance	2,583 -19.5	3,182 -26.7	4,462 -32.3	2,989 -38.5	4,878 +31.5
Computing	1,176 -34.4	572 -53.4	1,870 -37.6	1,323 -15.2	1,581 -5.9
General management	790 -16.5	953 -21.4	1,213 -8.3	1,063 -4.7	1,115 -0.2
Personnel	357 -17.2	431 -30.8	623 -41.4	7,044 -11.0	7,912 +14.1
Others	3,469 -8.4	3,820 -33.4	5,730 -18.5		
Total over the 12 months	14,253 -7.8	15,510 -34.5	23,662 -28.2	32,058 -19.6	39,984 +6.8
Quarterly counts:					
April-June	4,023 -5.0	4,235 -44.6	7,641 -16.7	9,176 -13.4	10,593 +22.2
July-September	3,378 -6.9	3,630 -40.8	6,131 -22.0	7,686 -16.8	9,238 +12.9
October-December	2,936 -18.1	3,587 -32.5	5,316 -19.6	6,927 -24.8	8,048 -22
January-March	3,955 -2.5	4,058 -11.2	4,572 -43.6	8,397 -23.1	10,416 -2.7

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As Head of the European desk you will provide leadership to a small team managing equity investments throughout continental Europe. You will be responsible for asset allocation and stock selection in this area.

To be a candidate you should have experience of managing institutional funds invested in European equities. Our preference is to appoint a candidate with around five years experience and

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Gordon Brown

# Global Derivatives Network

## Creation of a new swaps subsidiary in London

**SENIOR SWAPS MARKETER**  
Our client is one of the world's largest financial institutions. It provides a wide range of services and products to its customers through a network that spans five continents. The focus of its treasury operation has been on product development and, as a result of the Bank's continuing expansion in the field of swaps and other fixed income derivatives, they now wish to establish a unit in London to complement

their existing operations in both New York and Asia. Therefore, they seek a trading and marketing team, along with a systems operations and administration function. This drive to create a global network provides a rare opportunity for high calibre individuals to join this specialist operation in a variety of roles. Suitable candidates will be expected to become an integral part of this highly motivated international team.

### SENIOR SWAPS MARKETER

Suitable candidates will be responsible for the marketing of all derivative products generated by the global network to clients in the UK and Europe. An existing client base is required, but the role will also include the development and expansion of the distribution capability. Candidates will have a minimum of five years swaps marketing experience to the UK and/or Europe and proven client development skills. You should also have a strong academic background preferably in a mathematical discipline and exhibit a high degree of technical derivatives knowledge.

### SWAPS TRADER

The team will require a trader with an established record and reputation in both interest rate and currency swaps. Knowledge of other fixed income derivatives such as FRAs, ERAs, caps, floors, collars and swaptions would be desirable. The role will encompass maintaining the global trading book, identifying trading opportunities and servicing customer enquiries. Candidates will have a minimum of three years swaps trading experience combined with a strong academic background preferably in a mathematical discipline. You should also exhibit a high degree of technical derivatives knowledge combined with an analytical and quantitative approach.

Candidates for all these positions should have the ability to work well within a team. Strong interpersonal and communication skills are prerequisites. Competitive remuneration is offered in accordance with the position and level of experience. It should be noted that individuals with an understanding of the legal and credit aspects of a swaps operation may also be required.



Michael Page City

International Recruitment Consultants

London Paris Amsterdam Brussels Dusseldorf Sydney

### OPERATIONS MANAGER

This role will incorporate the day to day management of operational reports and controls including liaison with the New York operations staff. Candidates, ideally degree educated, will have a minimum of five years practical settlements and operations experience at a senior level in the derivatives operations team of a major financial institution.

### FINANCIAL CONTROLLER

In conjunction with the operations manager, you will be responsible for all accounting controls for the unit. Probably professionally qualified, it is essential that you have approximately three years experience of treasury accounting, including exposure to derivative products and exhibit a high level of competence in accounting principles.

### SYSTEMS

Candidates should have the ability to manage derivative product systems and work with a minimum of supervision in order to maintain the network. You should have strong mathematical and computing skills combined with experience of utilising current techniques and software for risk management in the derivatives market. Knowledge of Unix work stations for local area networks is desirable.

Individuals with the drive and ambition to make a success of this new London operation and who would like to be considered for the above positions should contact Kay Ovenden either by telephone on 071 831 2000, fax on 071 405 9649 or write enclosing a full curriculum vitae, referencing the position that is of interest, to Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH.

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## MBAs/Business Graduates/Post Graduates London

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Our client is a leading ERISA fund manager which provides an extensive range of passive fund management products to its broad range of US pension fund clients. An opportunity has arisen for a mature MBA/business graduate to join the firm to train as a portfolio manager.

Candidates should be graduates in an economics/ business related discipline or MBAs. However, individuals with a degree in maths/science may also be considered. Ideally you will have a sound understanding of economics and at least a theoretical understanding of equity markets preferably combined with hands-on

experience in a financial environment. Naturally quick to learn, you should be both flexible and adaptable to gain the most from the training provided. A high level of interpersonal skills are as essential as mathematical skills and computer literacy.

This is an excellent opportunity for an individual to make a first move into fund management. If you wish to be considered for the role please write to **Paul Wilson**, explaining how you fit the profile, enclosing a curriculum vitae to him at

Michael Page City, Page House,  
39-41 Parker Street, London  
WC2B 5LH.

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# Compliance Manager

## London

Our client, a leading U.S. investment firm with a global presence, is now seeking to recruit a Compliance Manager to join its Equity Compliance team. The firm is at the forefront of financial innovation and has a worldwide reputation in the equities market and their related derivatives.

The successful candidate will report to the Equity Compliance Manager and will primarily assist the Equity Division in compliance with U.K. and European legislation, SFA and exchange rules and applicable EEC and overseas legal requirements. The Equities business comprises sales, trading and new issue activity across a wide range of products including cash, derivatives, convertibles and warrants, for a range of clients including private client business.

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Your technical expertise must be complemented by excellent communication skills and a natural talent for presenting complex ideas to non-specialists.

Are you ready to channel your knowledge and your expertise into a more stimulating and promising environment? If so, please write with a full cv, stating any companies to which your application should not be sent, to: T.G. West, Managing Director, Confidential Reply Handling Service, Ref: 664, Associates in Advertising, 5 St John's Lane, London EC1M 4BH.

RIYAD BANK

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#### Minimum Requirements:

- Degree of professional level education (may be waived for exceptional candidates)
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- 2 Years in Computer Auditing
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The remuneration and benefits package will be commensurate with the ability and quality of the successful candidate.

If you are interested please write in confidence enclosing a full curriculum vitae to:

Mr. Jonathan C. Minter, Managing Director  
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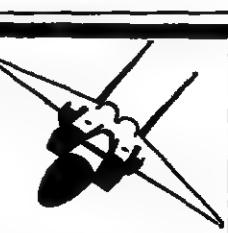
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In the first instance please submit your CV, to John Harrison at  
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demonstrate strong skills in financial analysis. A working knowledge of French is also required upon hiring or may be acquired within a reasonable period thereafter.

In addition to the basic salary, competitive pension and insurance plans are offered as well as a bonus program based on portfolio performance. Travelling expenses during the selection process as well as certain relocation expenses upon hiring shall be paid by the Caisse.

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Netherlands. Fax: (31) 1730 3052

RIYAD BANK  
SAUDI ARABIA

RIYAD BANK is Saudi Arabia's most prominent bank with 170 branches and offices in the UK and the USA.

The Bank has recently embarked on a unique and comprehensive Automation program, putting into place 'state of the art' technical systems. Qualified professionals with an interest in participating in and making a positive contribution towards the development of this 'greenfield' program are invited to apply for the following position.

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REF: RM1

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- Develop Risk Management processes and procedures

## POSITION REQUIREMENTS:

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- Extensive experience of Capital Markets and Treasury products together with associated risks.
- Experience of systematically controlling associated risks both at the front office and back office including setting up the system for counterparty, credit lines and position keeping for dealers operating in a real-time environment.
- Comprehensive knowledge of regulatory controls and trends within International Capital Markets/Treasury that impact Risk Management. This includes Credit Risk associated with derivative products, BIS guidelines and counterparty Risk weighting, netting arrangements and impact on counterparty credit lines.

Riyad Bank offers a competitive compensation package consisting of taxfree salary, medical plan, furnished western style accommodation, Transportation allowance, annual round trip airfare for employee and family.

Interested candidates should direct CVs quoting reference number and including current compensation to the following address.

Box No A4776, Financial Times,  
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## THE HOUSING FINANCE CORPORATION LIMITED

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Salary: - £35-40,000 subject to negotiation

Write with full CV in confidence to Barbara Ainger, General Manager, T.H.F.C., 37 Sun Street, London EC2M 2PY; or telephone 071-377 2123 for further details.

Closing date Friday 7th May, 1993.

Corporate and Forward  
Foreign Exchange Dealers

A leading Scandinavian bank in London, wishing to expand its presence in the FX market, seeks to recruit experienced dealers:

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Candidates should have 2-3 years' experience in trading/marketing FX and ideally be aged between 25-35.

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Applicants should be fluent in at least one Nordic language as well as English. The salary and benefits package is designed to attract and reward the best. Assistance with relocation expenses will be given to candidates from outside the U.K.

For more details please write with full C.V. and current package to:

Box No. A4921, Financial Times,  
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## Nations Bank

## ASSISTANT FUND MANAGER

London based

Salary package  
negotiable

NationsBank Europe Limited, the London subsidiary of NationsBank, the fourth largest bank in the United States, seeks an Assistant to join the London Fund Management Team. Working in conjunction with the U.S. Managers and Analysts the successful applicant would cover U.S. & U.K. markets and expand coverage of emerging markets in Latin America.

Applicants in their mid-20s, educated to degree standard, with at least 3 years experience in U.S. or U.K. Equity analysis should apply, in confidence, enclosing a full CV, indicating current salary to - Valerie J. Peschey, Personnel Manager, NationsBank Europe Limited, 14 Moonfields Highwalk, London, EC2Y 9DS.

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## FOREIGN EXCHANGE OPPORTUNITY

Scandinavia/Germany

Excellent salary and banking benefits · London base

Our client, a prestigious US financial services firm, is seeking an internationally experienced professional to develop its foreign exchange customer franchise in Scandinavia and German-speaking EC and EFTA countries. You must hold a good finance degree, preferably from a major Scandinavian institution. You will have recent, relevant hands-on experience of an array of financial services with emphasis on selling Foreign Exchange related products in Scandinavia and German-speaking countries.

As part of a Firm-wide globalisation strategy, you will play a critical part in developing and executing our client's Foreign Exchange business, including providing its international client base with expert analysis and sophisticated advice on hedging the currency risk intrinsic to cross-border investment. Your proven high level of expertise in currency options will enable you to meet an especially high demand for exchange risk management strategies involving the use of derivative products. Experience in preparation and execution of strategy presentations to an

international client base, at senior management level, is a pre-requisite. Customer development will form a key element of this role and you must demonstrate an existing corporate and institutional client base, particularly in Scandinavia. Candidates must have a high energy level, be able to cope in a highly pressurised environment and have proven interpersonal skills.

Total fluency (both written and spoken) in English, a Scandinavian language (preferably Swedish) and German is essential. Preference will be shown to candidates who demonstrate a combination of the pre-requisite business, language and cultural skills.

The rewards package and career development prospects are excellent.

To apply, please write with a full CV, stating any companies to which your application should not be sent, to T.L. Roberts, Director, Confidential Reply Handling Service, Ref 675, Associates in Advertising, 5 St John's Lane, London EC1M 4BH.

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By definition, this position requires at least three years' experience in asset-backed security structuring and design, investor marketing, client coverage, rating agency negotiations, new product development, research and systems design. You must demonstrate practical expertise in statistics and forecasting, mathematics, together with an excellent working knowledge of the capital markets, including the government, corporate, money market, mortgage securities and asset-backed markets. Familiarity with fixed income derivatives together with substantial experience in the securitisation of fixed and floating rate

mortgages, trade receivables, equipment leases and credit receivables is also required. The responsibilities require extensive knowledge of rating agency requirements, credit evaluation and underwriting disclosure. Experience with APL and mainframe, workstation and microcomputer environments is a pre-requisite.

You will also play a crucial role in investor marketing, using your background in fixed income securities and portfolio analysis to advise institutional investors in credit and cash flow performance evaluation.

Candidates must have a high energy level, be able to cope in a highly pressurised environment and have proven interpersonal skills.

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Canadian Imperial Bank of Commerce is one of the largest North American Banks and operates in many of the world's major financial centres across a range of activities. An excellent opportunity has arisen for a Corporate Banker to join our Media and Communications Group based at our European Head Office at London Bridge. CIBC is a market leader in these dynamic industries in both North America and the UK. Media and Communications is a fast growing core business of the bank.

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Applicants must have strong business development, analytical and technical skills, together with at least three years' experience of account management at a high quality financial institution. Good credit judgement and the ability to work effectively in a team environment are essential. Relevant experience in dealing with media and communications companies, as well as European language ability, would be an advantage, but not pre-requisites.

CIBC offers a full competitive remuneration package, including normal banking benefits. Please send a full C.V., together with details of your current package, to the Recruitment Manager, Human Resources Department, Canadian Imperial Bank of Commerce, Cottons Centre, Cottons Lane, London SE1 2QL.

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Dresdner Bank AG  
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 Dresdner Bank

## FUND MANAGEMENT

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Our client is the investment banking arm of a major financial institution. To strengthen their team managing the Japanese Equity Desk, they are looking for a Fund Manager who will help to shape and implement their top-down strategy, concentrating on analysis of major sectors and taking significant responsibility for stock selection.

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Our client is an internationally well-known and established Madrid based management company, one of Spain's leading investment houses.

We seek a decisive performance oriented candidate with strong interpersonal skills, a high level of commitment and a fundamental approach to investment. He/she will demonstrate a successful track record of at least 5 years within fixed incomes management. Experience in equity management will be appreciated.

The appointment will be based in Madrid but knowledge of Spanish language is not required. Candidates should be able to demonstrate an ability to define investment strategy, present to clients and execute investment decisions. There is full back-up and support from a highly respected and much praised analytical and research team.

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The ITV service in the South and South East is provided by Meridian Broadcasting whose mission is to build a successful long-term broadcasting business. Meridian Broadcasting is a significant subsidiary of MAI PLC.

Meridian is looking for a young, ambitious accountant to join its high profile finance team. Reporting to the Controller of Finance, the role is extremely varied, including the day to day management of the finance group (20 staff), statutory and management reporting, liaison with senior management, further development of systems producing management information and monitoring of the capital expenditure programme.

The successful candidate must be a graduate ACA/CIMA, probably aged around 30 with at least four years' financial management experience, ideally in a quoted company. Strong interpersonal, leadership and communication skills are essential, as is the ability to work as part of a flexible team. Media experience, although not essential, would be desirable.

If you are interested in becoming part of the Meridian team, then please send your CV, with a covering letter, to Fiona Makowski, Meridian Broadcasting, Television Centre, Southampton, SO2 0TA to arrive no later than Thursday 29 April 1993.

Meridian is working towards equal opportunities.

## ACCOUNTANCY COLUMN

### Branding debate results in more hot air than consensus

Andrew Jack reports on moves by the Accounting Standards Board to issue new guidance on goodwill and intangibles

**W**HEN senior executives at Hoover last year launched a high-profile campaign to offer free flights to the US in exchange for their vacuum cleaners, they may have hoped to change the image of their brand. If so, the aim was successful - except that the image went down instead of up.

Angry customers unable to light through the small-print and claim their tickets besieged the switchboards. Three top UK executives were branded with blame and forced to leave the company. A name so carefully cultivated since 1908 that it had become an accepted part of the English language was damaged almost overnight.

When Philip Morris decided to cut the price of Marlboro cigarettes earlier this month, it sent a frisson through companies with branded goods everywhere. The world's most valuable brand - worth \$31bn according to a recent estimate and supported by an annual \$100m marketing expenditure in the US alone - seemed under threat.

Events such as these are causing new attention to be given to the subject of brands and their valuation, just at a time when British business is holding its breath in anticipation of new guidance from the Accounting Standards Board (ASB).

It is a topic which demands attention, as a growing number of companies face the issue of how to report acquisitions and investments in their accounts, and while there is little regulation of the existing position.

The annual survey of accounts by the Institute of Chartered Accountants in England and Wales in 1990-91 showed just 2 per cent of all companies and 6 per cent of large listed companies had brands on their bal-

ance sheets. The figures in the 1992-93 edition have risen to 15 per cent and 30 per cent respectively.

These proportions might have been considerably higher had not acquisition activity dropped off sharply as the heat of the 1980s was doused by the cold shower of recession and the end of the bull market.

Now at last, after considerable delay, it looks as though the ASB is poised to deliver a massive. The latest timetable suggests delivery of a discussion draft by late summer or early autumn this year.

The focus will not be on intangible assets and brands in general, but on accounting for goodwill - the difference between the purchase price of an acquired company and the value of its net assets.

As a paper sponsored by the ASB from five academics at Manchester University last year argued, goodwill includes three separate elements: the fair value of separately identifiable intangible assets; the present value of benefits such as market imperfections; and over- or under-payment.

The new paper is likely to argue that there are three ways to deal with goodwill: to write it off over a fixed period, set it against reserves, or keep it in the balance sheet while it maintains its value.

Current thinking seems to be that the ASB is willing to accept retention of goodwill in the balance sheet as long as it is satisfied that any diminution in value can be reliably tested. This question of robustness is the problem.

The ASB is likely to recommend

adoption of the technique generally used by industry - based on projections of future cash flow. This must be verified by regularly comparing actual cash flow against that originally predicted at the time of the acquisition of an asset.

This approach is currently being "field tested" with a number of companies to see whether it can work in practice.

One is Reed International. Mr Nigel Stapleton, finance director, says: "We think it is perfectly feasible. We have been undertaking [brand] valuations for four or five years."

**B**ut opinion is strongly divided - not least among members of the ASB itself. A recent report on brands highlighted both the variety of existing treatments of intangible assets in countries around the world and the split of expert views.

Mr Art Wyatt, a partner with Arthur Andersen and former chairman of the International Accounting Standards Committee, warned that no transaction exists to trigger recognition of brands and other intangibles, and no exchange transaction takes place to value their measurement.

He questions whether "the financial community is ready for reflection of undisciplined entries for non-events."

Mr Dennis Beresford, chairman of the US Financial Accounting Standards Board, says brand accounting is "a squall in a large storm" affecting the growing use of "soft" assets which will increasingly challenge the traditional view of the balance sheet as

simply "a repository of transaction-based hard assets and firm liabilities".

Mr Peter Cartmell, finance director at Cadbury Schweppes, said his company decided to introduce brand valuations in its 1989 accounts after some significant acquisitions for three reasons: the value of their brands was increasing and would not be appreciated by less sophisticated investors.

Stock Exchange regulations were relying purely on audited accounts rather than any underlying reflection of company value shown by the share price; and lower shareholders' funds would lead to a lower credit rating, higher financing costs and more onerous borrowing procedures.

A journal article published last winter by Christopher Napier and Michael Power from the London School of Economics poured scorn on claims in a 1992 report from Arthur Andersen - sponsored by companies which include brands in their balance sheets - that a consensus was growing on

The academics argued that the Andersen report was as much about marketing and defending the firm's own valuation techniques as about assessing the true level of consensus.

But while the theoretical debate goes on, the reality is that companies are developing and using a wide range of brand valuation techniques.

Mr Michael Birkin, group chief executive of Interbrand, one of the leading brand consultancies, says that virtually all branded-goods businesses use valuation techniques for internal purposes.

While many companies have held

back from reporting brand values in their accounts, they use valuations for activities including internal brand management, mergers and acquisitions, tax planning and litigation work.

Mr Birkin stresses that the Hoover and Maribor incidents do not suggest that putting values on brands in company accounts is pointless, but rather show the need for regular revaluations.

The question is how far accountancy decides to catch up with reality. Nigel Stapleton warns that any valuation techniques developed by the ASB should not depart too far from the way businesses value brands for their own purposes.

But while the ASB focuses on acquired goodwill, pressure will continue to mount on the subject of internally-generated intangibles. These include not only brands, but equally even less measurable assets such as the value of staff.

Even the academic study sponsored by the ASB recommended that internally-generated intangibles should be valued as well as those which were acquired, to ensure consistency. The ASB's own attack on the balance sheet and its definition of assets in the statement of principles appears to argue in this direction.

But personally, Mr David Tweedie, chairman of the ASB, shares Art Wyatt's scepticism on the subject. "Their measurement is not reliable enough," he says. "There has been no market transaction to prove their worth. I think one day we will consider the subject, but it may be a long way off."

\*Accounting for brands Kato Communications, Financial Times Business Information, London. (£22)

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If you are interested in becoming part of the Meridian team, then please send your CV, with a covering letter, to Fiona Makowski, Meridian Broadcasting, Television Centre, Southampton, SO2 0TA to arrive no later than Thursday 29 April 1993.

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If you are interested in this opportunity, please contact Giles Daubeny or Ken Brotherton (UK 71 379 3333) or alternatively send your résumé to the following address: Robert Walters Associates, 25 Bedford Street, London WC2E 9EP, United Kingdom.

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- Consolidation of monthly management accounts and cashflow forecasts with supporting analysis
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In order to be able to undertake the above responsibilities you will be required to demonstrate that you are:

- A graduate, qualified accountant with an excellent track record to date.
- Able to take a pragmatic overview and focus on key issues

Most likely aged 25-28, you should be able to clearly show why you are seeking a Group rather than Operational level role, at this stage in your career, and have had some experience of the consolidation process.

Interested individuals should send their CV, together with details of their current salary, to Shirley Knight BA MBA ACMA at FMS, 5 Bream's Buildings, Chancery Lane, London EC4A 1DY or call her on 071 405 4161.

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KPMG Selection & Search

1-2 Deansgate, Blackfriars, London EC4Y 6AE

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# European Finance Director

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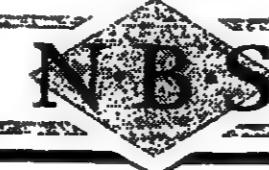
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N B SELECTION LTD  
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Please write, enclosing full cv, Ref LM1545  
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Package to £55,000

... reporting to the Head of Audit, you will participate in long and short term planning of the department's workload and development. You will advise, supervise and support Team Leaders in fulfilling their function and provide guidance in defining the scope of their tasks and in the allocation of team resources.

Age range - 30 to 40 with several years' experience in a Team Leader role or equivalent preferably with a multi-national corporation. Ref 16655

For both roles, you will have a persuasive yet tactful manner and possess the consultative skills to make a real impact on the Group's business worldwide. A second language - German or French - is an essential requirement. The posts will call for extensive foreign travel.

**MSL International**  
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... to apply sound business and accounting skills in evaluating current audit practices to ensure Group standards are applied and maintained. In addition, you will identify operational problems and provide solutions to improve profitability whilst monitoring the measures taken to protect Group assets.

Age range - late 20s to early 30s with a minimum of two years' post qualification experience of international audit. Ref 16645

Salaries are for discussion and the comprehensive benefits packages include generous relocation assistance.

Please write with full career details - in confidence - to A.L. Brown, MSL Group Limited, Ebor Court, Westgate, Leeds, LS1 4ND, quoting the appropriate Reference Number.

# Financial Controller

## Food Manufacturing

### Midlands

c.£35,000 + Car

A highly successful and rapidly expanding international company, our client is currently looking for a talented professional to help manage their growth. Success has been achieved both organically and by acquisition and our client is now a highly respected and significant player in the food manufacturing industry.

This new position carries responsibility for the financial control of a major business unit within the Group which has a turnover in excess of £100m and around 1000 employees.

A member of the senior management team, you will report directly to the Managing Director. In addition, supported by your team, you will oversee the financial management of other UK operations.

To succeed you will need to be fully qualified with an excellent track record in manufacturing; any experience in food manufacturing would be a distinct advantage.

For someone with the right experience, and the necessary commercial acumen to make a large impact on an already successful business, this is an excellent opportunity offering an attractive salary and benefits package and first-class career opportunities.

In the first instance please write in confidence with full career details to Alan Taylor, quoting ref A43670, MSL Group Limited, 32 Aybrook Street, London W1M 3JL.

**MSL International**  
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# CHIEF ACCOUNTANT

£32,100-£36,200+car+benefits (possible PRP) · Based in Tunbridge Wells

This major provider of social housing has a growing annual income of £17.5m, credit lines of £120m, and now needs a qualified Chief Accountant with exceptional technical skills. Candidates should have a minimum of 5 years post qualification experience and must demonstrate the ability to lead an Accounts Department of nine.

Responsible for a full range of professional services from Annual and Management Accounts to budgets and the management of cash collection, you will be an energetic professional who can deliver to deadline, whatever the pressures. The organisation is pro-active and commercial in style and has a growing reputation for excellence in its social business sector.

Reporting to the Finance Director, your sound grasp of technical detail must be supported by a broad understanding of corporate

issues, an open style of communication and previous exposure to the service sector.

For further information and an application form, please call our Answerphone on 0892 514614, Ext 1721.

Closing Date for applications is Thursday 6th May, and Interviews will be held during week commencing 10th May.

The Association is striving to become an Equal Opportunities Employer.  
High Weald Housing Association Ltd  
High Weald House  
Monson Way  
Tunbridge Wells  
Kent TN1 1LQ

Tel: 0892 514614



# Accountancy Personnel

## MANAGER - INTERNAL AUDIT AND CONSULTANCY

### Yorkshire base

### International travel

c£30,000 + car

Our client, a substantial international plc is the World's foremost organisation in its sector. This market-driven group manufactures and distributes products for use in a broad spectrum of industries.

This new position has been created to promote best management practices throughout worldwide operations. The manager will take responsibility for a small team and will develop/implement a comprehensive operational audit/consultancy programme.

The person appointed will liaise with senior decision makers at main board and subsidiary levels, and will establish the internal Audit/Consultancy function as a high profile management resource.

Travel will incorporate locations in Europe, North America and the Far East.

This is a superb opportunity to contribute to the success of a well managed, progressive organisation. A good understanding of management in operating businesses is essential. Candidates should be qualified Accountants with several years post qualification experience including internal audit/consultancy programme.

To apply, please write in confidence enclosing your CV, or telephone for an initial discussion. Ref: JV FT/306.

Accountancy Personnel, 9 East Parade, Leeds LS1 2AL. Telephone (0532) 468363.

Hays

# SENIOR MANAGER

## Corporate Reorganisation

### London

To £60,000

Touche Ross has gained a high reputation through the provision of expert advice and assistance to Banks and other financial institutions with regard to problem lending and to companies with financial difficulties. We have been involved in many high quality restructuring assignments, such as Brent Walker, and major insolvency appointments including Polly Peck International, BCCI and the Berkertex Group.

We have recently launched our Reorganisation Services Group (RSG). This is a multidisciplinary group which will concentrate, post recession, on major restructuring assignments. We now need another experienced manager for this rapidly developing area of our work. The role will involve acting as Lead Manager on RSG assignments, planning and implementing marketing initiatives and co-ordinating the work of other members of the RSG team, who are drawn from a variety of backgrounds.

For this excellent career opportunity you will ideally be a Chartered Accountant, trained with a large firm, with proven experience in investigations, insolvency and corporate finance advisory work. You will be ambitious, highly motivated with strong analytical and interpersonal skills and well developed commercial awareness.

**Touche  
Ross**

CHARTERED ACCOUNTANTS

Friary Court, 65 Crutched Friars,  
London EC3N 2NP. Telephone: 071 936 3000.

# Finance Director

c. £70,000  
plus executive  
package

### Yorkshire



Macmillan Davies

SEARCH & SELECTION

# FINANCIAL CONTROLLER

c.£33,000 + Car

Consider the following. A highly respected, long established PLC; turnover in excess of \$100m; quality brands and 400 retail outlets, and a strong, asset rich, balance sheet. From this position of strength the Board are determined to manage aggressively their next phase of growth.

This key new appointment reports to the Group Managing Director. Fundamental to success is the ability to source funds; evaluate acquisition options, and identify and implement asset development initiatives. Naturally, this includes management of relations with a broad array of financial institutions; responsibility for all business planning and financial systems and the direction of a team of established professionals.

Your profile demonstrates a consistent ability to add value. Already at Board level, you have proven business development skills. Your network with the City is well established, and your deal making skills have been tested ideally in a retail/brand orientated setting. A professional qualification together with excellent analytical and technical skills are pre-requisites. Just as important are your interpersonal and communication skills as this is a demanding, high visibility appointment.

This is an opportunity to have a strategic impact on the development of a substantial public company. In the first instance please write to me, Graham Dunning, with brief career and salary details at, Macmillan Davies, Dudley House, Albion Street, Leeds LS2 8PN.

PCI Membrane Systems is an international leader in membrane filtration. To maintain the momentum of our growth, along with that of our sister company Stelia Meta Filters Limited, we are looking for a highly experienced Financial Controller to join our strategic management team in Hampshire.

You must be a qualified accountant with at least five years' post qualification experience, preferably gained in both small and large company environments. In addition to manufacturing and commercial experience, you should have strong IT skills and proven ability to negotiate overseas commercial terms.

You will be responsible for managing the accounting function of two companies - using your experience and initiative to achieve optimum levels of financial efficiency.

Please send your full CV to:  
Lisa Wilkinson, Personnel Secretary,  
PCI Membrane Systems Ltd., Laverstoke Mill,  
Whitchurch, Hampshire RG28 7NR.  
Part of the Thames Water Plc Group.



The Top Opportunities Section appears every Wednesday.

For advertising information call:  
Clare Peasnell on 071 873 4027



## FINANCE DIRECTOR PERTH

Matthew Cloag & Son Limited market The Famous Grouse Finest Scotch Whisky and a range of premium single malt Scotch whiskies.

The Famous Grouse, which is a market leader in the U.K., is now showing substantial growth overseas.

We seek to appoint a FINANCE DIRECTOR to develop the business strategy and take responsibility for all the financial, I.T., commercial and administrative aspects of the Company.

The successful candidate will have a proven track record in general and financial management with experience of international marketing and be a leader with commercial acumen and commitment to team and individual performance.

Applications, giving fullest details of education, career to date and current salary, should be sent to:

The Company Secretary,  
Matthew Cloag & Son Limited,  
Bordeaux House, 33 Kinnoull Street,  
PERTH PH1 5EU.

## Director of Finance and Contracting

(c £35,000 + PRP + lease car)

### The Organisation

Expecting to become a NHS Trust in April 1994, the unit provides a comprehensive range of community-based general and mental health services, including services for people with learning disabilities, for a population of around 200,000. Forecast annual contract income is £30m.

### The Challenge

To develop and ensure the effective implementation of a rigorous financial strategy designed to complement and inform the unit's business plan, and to provide comprehensive management of both the finance function and contracting services, through which income is secured. The Director will contribute to top level corporate strategy, and will become an executive member of the Trust Board.

### The Person

Will be a qualified and widely experienced financial manager. Additionally he/she must have strategic vision and awareness, strong leadership and influencing skills, and the ability to work as a key member of the top team. These competencies may have been developed within or outside healthcare organisations, and as an equal opportunity employer, we will welcome applications from all sections of the community.

In return we can offer a first class career development opportunity and an attractive reward package, which is flexible enough to attract the right person and includes significant help with relocation to one of the more pleasant parts of the country.

Please contact Peter Drummond, Director of Human Resources, on (0482) 624049 for further details. Closing date will be 7 May 1993.

Note: This is a re-advertisement. Previous applicants need not re-apply.

East Yorkshire Community and Mental Health Services

  
JEAN SORELLE

## FINANCIAL DIRECTOR

PETERBOROUGH COMPETITIVE SALARY & CAR & RELOCATION

Our client, Jean Sorelle Ltd, is a manufacturer of branded and retailers own label toiletry and home fragrance products. It has a high profile client base, predominantly the leading high street retailers. In addition to this base its export business is thriving and rapidly growing.

As a result of an internal promotion, we are seeking to recruit a young and dynamic Financial Director who will be able to contribute to the profitable development of the business.

Reporting to the Chief Executive, the key aspects of the role are to develop financial plans and strategies to support the operational objectives of the company, in addition to ensuring adequate accounting and control systems are in place.

The ideal candidate will be a graduate qualified accountant with an impressive career to date, having gained manufacturing experience, preferably within the FMCG environment.

For further information please contact Trevor Heathfield on 0444 416636, or send your CV to him at the address below.

Please note that all applications will be forwarded to Heathfield Hargreaves Ltd.

**HEATHFIELD HARGREAVES**

Lancs

Chancery House, 6 Boltro Road, Haywards Heath, West Sussex RH16 1BB

Fax: 0444 416002

## Finance Director (Designate)

### Bucks

c. £80,000 + profit share

Major service-based PLC, a leader in its field, T/O £100m plus and profitable, part of international group, seeks successor to retiring FD. Member of a small executive board, this is a total finance role also covering IT and other systems, with a strong commercial content in client contract negotiation, planning, pricing, marketing liaison, support of non-financial managers and the development of the finance team. The environment is fast moving and reactive to client needs. Most new business opportunities demand innovative solutions.

Applicants must be qualified accountants aged 40 years or over, graduates or with other evidence of high intelligence (and application). Sector experience should include multi-site service operations within a disciplined multinational. Functional growth must have been to financial control of autonomous profit centre billing £100m or over. Evidence of communication skills, IT knowledge and team management is sought.

For details, apply to:  
John Courtney, FCA, MIPM at 104  
Marylebone Lane, London W1M 5PU  
listing clearly how you meet these  
criteria, also enclosing CV, stating  
latest salary and quoting 7396/FT.

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SOUTH DERBYSHIRE This is an ideal opportunity for a proven achiever to join a young and highly motivated management team in a fast moving and demanding commercial environment.

Our client manufactures and markets high quality consumer goods, enjoying considerable brand awareness both within the UK and internationally. The company, which has a current turnover of £17m, was the subject of a management buy-out in 1990. It is financially strong and is enjoying a period of sustained turnover and profit growth.

Reporting to the Finance Director, the Financial Controller will be responsible for the day to day management of an established finance function, as well as interpreting and improving upon management information, developing financial controls over the company's international operations, and contributing to the general management of the business.

The right candidate will not only possess excellent technical skills and professional qualifications with at least three years post qualification experience within a manufacturing environment, but will also demonstrate a record of hands on involvement and a commercial flair and understanding reaching beyond the confines regularly associated with financial management. Prospects both personal and career wise are genuinely excellent.

Applications should be forwarded to:

A. J. Weston Esq  
Stoy Hayward  
Foxhall Lodge  
Gregory Boulevard  
Nottingham NG7 5LH  
Tel: 0602 626578  
Fax: 0602 691043

## FINANCE DIRECTOR

NORTH DEVON

c. £40,000 plus car and benefits

Our client, a subsidiary of a major international company, has experienced rapid growth in Europe since establishing its European base in early 1988. A Finance Director, reporting directly to the European Managing Director, is now required to oversee the company's financial systems and to manage the company's administration, DP and distribution sectors of the business.

Candidates will be in their late 30s/early 40s with experience in an f.m.c.g. environment and must possess expertise in at least one other European language.

Please reply in confidence, enclosing a full CV (with details of current remuneration) to:

Andrew J Dunkerley,  
MacIntyre Advisory Services Limited,  
Ashley House,  
18/20 George Street,  
Richmond, Surrey  
TW9 1HD

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U.K. or U.S.A. Chartered Accountants are required with the following experience:

- 1- Recent experience with professional international firms;
- 2- Several years post qualification experience are preferable;
- 3- Computer audit knowledge and experience are required.

Please send your application enclosing your detailed c.v. and a recent photo to:

PERSONNEL MANAGER  
P.O. BOX 784, JEDDAH 21421  
SAUDI ARABIA  
FAX NO. 966-2-669-5468.

## YOUNG QUALIFIED ACCOUNTANT

NORTH WEST  
c. £25,000 + CAR

Our client, a highly successful construction group, wishes to appoint a young qualified accountant to be based at their Head Office. Ideally the applicant will have at least two years post-qualification experience with one of the major firms.

The group is going through a structural change following a period of expansion and an opening has arisen for a young professional to join their team. It is envisaged that the position will afford the opportunity of a Directorship for the successful candidate.

Applications with full c.v. to:  
John E. Holmwood,  
2a Chorlton Street,  
Manchester M16 9HN.

**holmwood**  
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## APPOINTMENTS WANTED

## FINANCE DIRECTOR

Chartered Accountant FCA, late 40s, based Paris. Fluent French.

Extensive general and financial management experience with sales and service operations of multinational companies.

Seeks challenging and rewarding position with international group.

Willing to relocate.

Please write to: Box A4958,  
Financial Times,  
One Southwark Bridge,  
London SE1 9HL

# Finance Director

£50,000 + Car  
South East

This client, a leader in the commercial building sector, is a subsidiary of a top UK engineering and construction group which has a strong financial record and widespread international interests.

The Finance Director will be a key member of the Managing Director's team and will be expected to support the Managing Director with strong financial controls, the review of tenders, project financing, strategic planning and the regular evaluation of projects. There is scope to make a significant contribution to the commercial success of the business.

Applicants should be qualified accountants with a record of success in a large commercial/industrial organisation. Relevant treasury experience is required in addition to the all-round experience of business planning, tight financial control, timely reporting and sound technical financial accounting associated with the Finance Director role. Experience of the sector is not an essential requirement. There are very good career development prospects for the successful individual.

Remuneration will comprise a basic salary of around £50,000 plus large company benefits which include a quality car, executive pension scheme and relocation assistance if necessary.

Please reply in confidence quoting reference L530 to:

Brian H. Mason,  
Mason & Nurse Associates,  
1 Lancaster Place, Strand,  
London WC2E 7EB.  
Tel: 071-240 7805.

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## FINANCIAL CONTROLLER/ DIRECTEUR DE FINANCE

£245,000

Cross Channel Catering Company is a joint venture formed by major French, Belgian and UK transport and catering groups, which has been contracted to provide on-board services for the high speed trains between London - Paris, and London - Brussels via the Channel Tunnel. High quality catering for business and tourist class passengers will be offered, including sit-at-service, bar-buffets and trolley facilities. Projected turnover in the first full year is in excess of £40 million.

Over 800 staff will be employed through operating companies located in London, Paris and Brussels. The initial base for this appointment will be London, with the holding company office located in Brussels. Fluency in English and French is essential; Dutch language would be desirable.

This key appointment will report to and deputies for the General Manager of the company, and will function at Board level. The ideal candidate will be a commercially aware, professionally qualified accountant with a background of successful service industry financial management. In addition to proven expertise with management and financial accounting in a dynamic, multi-national environment, candidates should have a sound knowledge of management information systems technology and a broad grasp of diverse operational functions. Diplomacy, flexibility, strong negotiation and human relations skills are some of the key attributes sought for this demanding and challenging role.

Applications should be made in writing, in English, by 17 May 1993, with full curriculum vitae and salary history, to the company's specialist advisors.

FM Recruitment, 6 Conduit Street, London, W1R 9TG, UK Fax (071) 499 2344

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## Finance Director/ Company Secretary

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Working closely with and reporting to the Managing Director, the Finance Director/Company Secretary will play a key role in establishing and controlling the Strategic Operating Plan.

The person appointed will have a proven track record in a U.S. subsidiary or large blue chip organisation. Strong commercial awareness and previous experience in a manufacturing environment are important pre-requisites of the job.

The position requires a person with a strong "hands on" systems background and a practical approach to achieving corporate objectives and meeting critical deadlines. Excellent communication and team building skills are essential together with good leadership qualities.

Preferably FCA, qualified ideally aged between 35/40 with an M.B.A. and some European experience. Knowledge of either French or German would be an advantage.

Apply in writing quoting current salary to The Maggie Poppa Consultancy, 80 Richardshaw Lane, Padiy, Leeds LS28 6BN.

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CONSULTANCY**

executive selection division

## Management Accountants & Foreign Bureau Accountant

News & Current Affairs are recruiting Management Accountants for their Programme departments and for Newsgathering.

The Accountants will be responsible to their respective Business and Finance editors and managers on the financial aspects of their Business Unit.

Candidates should be qualified business accountants preferably with two years post qualification experience.

Experience in the media is not essential but applicants should be able to demonstrate their ability to develop systems and procedures for complex and highly reactive operations whilst maintaining a sympathetic understanding of editorial issues.

Applications would be particularly welcome from suitably qualified (or experienced) women/men of ethnic minorities who are currently under-represented at this level in News & Current Affairs.

Salary up to £50,000 p.a. on contract depending on qualifications and experience. For an application form contact (quote ref. 12174/F) BBC Corporate Recruitment Services, PO Box 7000, London W12 7ZY. Tel: 081-749 7000. Minicom 081-752 5151.

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### ACCOUNTANT: Foreign Exchange £40,000 + Bonus

#### Responsibilities will include:

- Production of daily position and profit and loss reports for senior management.
- Constant liaison with traders and back office.
- Evaluation of foreign exchange impact of new derivative products and trading strategies.
- Specific assignments at the request of senior management.

You will be a qualified Chartered Accountant, aged to 35, having qualified with a big 5 practice. You will have a successful track record, gained within an investment banking environment. An organised and systematic approach to work is essential, as is the ability to work quickly in a highly pressurised environment. You will possess excellent communication skills, and be prepared to take a proactive approach in your dealings with a variety of departments. It is vital that you have extensive PC skills. A strong technical knowledge of foreign exchange and other capital market products including all derivative products is essential.

Both positions are assured of excellent scope for career advancement, with one of the world's most prestigious financial institutions.

Interested candidates should contact Jon Vank on 071-408 1312. Alternatively, you can submit a full Curriculum Vitae quoting the appropriate reference to the address below.

*Marks Sattin*

FINANCIAL RECRUITMENT  
18 Hanover Street, London W1R 9HG.  
Tel: 071-408 1312 Fax: 071-355 4501

### ACCOUNTANT: Regulatory Reporting £40,000 + Bonus

#### Responsibilities will include:

- Production and review of monthly Bank of England reports.
- Preparation of quarterly capital adequacy/liquidity/gapping reports.
- Contributing to the continuing development of systems both PC and Mainframe based.
- Specific assignments on behalf of senior management

You will be a qualified Chartered Accountant, aged to 35, having qualified with a big 5 practice. You will have a successful track record, gained within an investment banking environment. An organised and systematic approach to work is essential, as is the ability to work quickly in a highly pressurised environment. You will possess excellent communication skills, and be prepared to take a proactive approach in your dealings with a variety of departments. It is vital that you have extensive PC skills. Previous regulatory reporting experience as well as exposure to capital markets products is essential.

Ref: JAV 5496

### Taxation Manager

Package to £50,000 + car

Colonial Mutual is a successful company specialising in life assurance, pensions and unit linked products, has funds under management of over £1.5 bn and employs some 2000 people in the UK.

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The successful candidate will:

- Be an experienced tax specialist with a minimum of five years post qualification experience, ideally, though not necessarily gained within the life insurance sector.
- Have excellent communication, presentation and negotiation skills, able to deal with management at senior levels and relevant external bodies.
- Be an achiever.

The post will be based in Chatham Maritime, Kent. Relocation expenses will be paid where necessary.

Please send your CV, stating how you match our requirements to: Ian Jolly, Personnel Manager at the address below.



COLONIAL MUTUAL GROUP

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Reporting to the Managing Director, you will assume full responsibility for the financial management of the business. More specifically your duties will encompass management and statutory accounting, the development of computerised information systems and the maintenance of strict financial disciplines and controls



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within the company. Candidates, aged 30-40, will be Chartered Accountants who can demonstrate a successful track record, preferably within a multi-site distribution environment. In addition you will need to demonstrate strong interpersonal skills and the ability to contribute significantly to the continued profitable development of the company. Interested applicants should send their curriculum vitae to Stephen K Banks ACMA, quoting reference: 129174, at Michael Page Finance, Leigh House, 28-32 St Paul's Street, Leeds LS1 2PX. Tel: 0532 450212.

## Finance Manager

### North West

c £37,500 + Car + Bonus

enhancement of costing and general information systems.

Candidates will be qualified accountants who are able to demonstrate strong track records of achievement and will ideally have experience of process manufacturing. Well developed interpersonal skills and a proactive approach are essential to make an important contribution to the future success of the business.

Interested applicants should forward a comprehensive curriculum vitae, quoting ref: 142306, to Stephen K Banks ACMA, at Michael Page Finance, Clarendon House, 81 Mosley Street, Manchester M2 3LQ.



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c £50,000 MAS BENEFICIOS SOCIALES

## Director Financiero Del Grupo

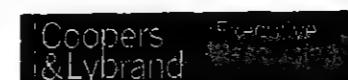
La compañía, con excelente y dilatada reputación, cotizada en la bolsa española, y con facturación en torno a Ptas. 36.000 millones (aproximadamente \$200 millones), ha sido recientemente adquirida por un importante y diversificado grupo internacional. Como proveedor de equipos industriales, es líder de su sector en España, con una amplia red de sucursales en toda la península ibérica. Esta oferta es una oportunidad ideal para un profesional del área financiera, con deseos de progresar, que busque desarrollar su carrera dentro de un importante grupo internacional.

En dependencia del Director Financiero de División, también ubicado en Madrid, sus principales responsabilidades serán las de desarrollar e implantar los sistemas y políticas contables y de información a la dirección, dentro de la nueva estructura corporativa. Se espera que contribuya activamente al cambio en la cultura empresarial, teniendo presente las necesidades tanto de la compañía local como de la matriz.

El perfil deseado corresponde a un profesional del área financiera, técnicamente cualificado, preferentemente con edad comprendida entre 27 y 35 años, que acredite una amplia

experiencia en temas contables, preferentemente obtenida en una división o subsidiaria de un grupo internacional, junto con buenos conocimientos de informática a nivel de usuario. Deberá involucrarse activamente en todas las áreas del negocio. Así mismo, deberá contar con una excepcional capacidad de comunicación y ver en esta oportunidad un paso lógico para desarrollar su carrera profesional. Se requiere dominio tanto del castellano como del inglés.

Se ruega a los personas interesadas enviar sus datos personales y su Curriculum Vitae, en inglés, incluyendo su actual remuneración y teléfono de contacto en horario laboral a Ann Shepherd, Coopers & Lybrand Executive Resourcing Ltd, 76 Shoe Lane, London EC4A 3JB, indicando la referencia A5974 tanto en el sobre como en la carta. Tanto la información recibida como los posibles contactos serán tratados con absoluta confidencialidad.



## Finance Director

### Bedfordshire

c £55,000 + Car + Bonus

and strategic contribution to the long term, profitable growth of the business.

Candidates, aged 38-48, will be qualified accountants who can demonstrate a proven record of senior financial management experience gained in a multi-site, high technology, manufacturing environment. Commercial acumen, excellent communication skills and strong personal presence, combined with drive, commitment and self-motivation will be essential characteristics.

Interested applicants should forward a comprehensive curriculum vitae, quoting ref: 6042, to Mark Hurley ACMA, Executive Division, Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH.



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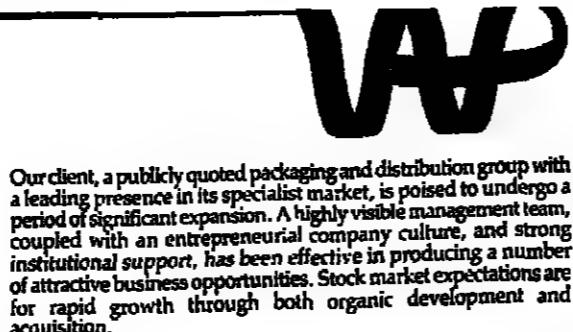
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Clare Peasnell on 071 873 4027

## Group Finance Director

Rapidly Expanding  
UK Public Company

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Our client, a publicly quoted packaging and distribution group with a leading presence in its specialist market, is poised to undergo a period of significant expansion. A highly visible management team, coupled with an entrepreneurial company culture, and strong institutional support, has been effective in producing a number of attractive business opportunities. Stock market expectations are for rapid growth through both organic development and acquisition.

There now exists a requirement to augment the senior management team with the appointment of a Group Finance Director. Reporting to the Group Managing Director and working closely with the Chairman, the appointee will have functional responsibility for financial management in operating subsidiaries. In addition to controlling all aspects of financial management for the group's operations, the successful candidate's brief will encompass extensive liaison with banks and institutional investors, the development of group financial strategies, and the planning and implementation of acquisitions/divestments.

This opportunity will appeal to a commercially orientated Chartered Accountant (aged 33-40) with an outstanding record of achievement to date. Experience of operating at a senior level within a public company environment is essential. In addition, the successful candidate is likely to be a highly effective communicator with the experience and ability to manage rapid growth.

The remuneration package will reflect the seniority of the position and will include an executive car, bonus scheme, pension and equity participation through share options.

Interested applicants should write, in the strictest confidence to Brian Hamill or Robert Walker, forwarding a curriculum vitae to our London office quoting Ref: BF 893.

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## Senior Finance Executives

### Excellent Remuneration Packages – London

Our client is a major multinational marketing services group seeking to fill key appointments within their important operating companies. The positions will be based in or around London although there will be opportunities for overseas travel.

The positions at Financial Controller and Finance Director level will require high calibre individuals with a successful track record in commerce. Experience of running the finance function of a marketing services operation would be desirable.

Applicants will be qualified accountants, MBAs or have similar qualifications. They should possess strong commercial acumen

and the drive to succeed and be innovative in a challenging and fast moving business environment.

The remuneration packages are excellent, offering competitive basic salaries, plus participation in short and long term incentive plans.

Interested applicants, please apply in writing, enclosing a full Curriculum Vitae to:

Carmel Mallon  
Arthur Andersen, 1 Surrey Street, London WC2R 3TS

ARTHUR  
ANDERSEN

ARTHUR ANDERSEN & CO SC

Arthur Andersen is authorised by the Institute of Chartered Accountants in England & Wales to carry on investment business.

## FINANCIAL ANALYST

Wolverhampton c.£30,000 + FE Car + Relocation

A market-leader in its core activities of housebuilding, quarrying, construction and contracting. Tarmac plc is one of Britain's largest corporations, with an annual turnover of circa £3 billion.

An exciting opportunity now exists for an ambitious, hardworking ACMA/ACA to take on the high profile role of Financial Analyst within the company's key head office team, based at the Tarmac headquarters in Wolverhampton.

An articulate, 'hands-on' team player, with proven analytical and spreadsheet ability and excellent interpersonal skills, your responsibilities will include providing senior management with a monthly commentary on performance and trends within Group businesses, assessing acquisition and divestment opportunities and also handling budgeting, financial planning and capital expenditure reviews.

Ideally a graduate, aged 25-32, with 1-5 years' post qualification experience within a commercial environment, you should possess the ability and confidence to paint an effective picture at Board level and make a real contribution to the decision making process in all business areas.

This key role offers an outstanding opportunity for a young go-ahead individual to liaise at senior level with the real prospect of promotion to a Divisional role within 2 to 3 years.

Please apply directly to Tony Byrne or John Woodcock at Robert Half, 63 Temple Row, Birmingham B2 9LS. Telephone 021-643 1663 Fax: 021-643 0170.

Tarmac



THE HUMAN FACTOR

whitehead selection

## Group Treasurer

Hong Kong

c £75,000 plus substantial benefits

This publicly listed, multinational group, based in Hong Kong, with net profit after tax of over US\$300 million, needs a forward thinking Group Treasurer who will bring increased levels of expertise and professionalism to all areas of Treasury management.

The appointment is seen as central to the strategic development of the Group. Reporting to the Finance Director, the Group Treasurer will manage a small department with particular emphasis on raising funds for all Group entities, managing bank relationships, borrowing compliance/control, cash management, foreign exchange trading/exposure and project finance.

The successful candidate will probably be a graduate Chartered Accountant and ACT member who has had at least five years' treasury and corporate finance experience within a large multinational. He/she will have an established reputation in the banking community, gained through the negotiation of major financings. Personal qualities will include excellent communication skills and the ability to readily achieve credibility both internally and externally.

Please write enclosing a full CV, quoting reference G12 to Nigel Bates, Whitehead Selection Limited, 43 Welbeck Street, London W1M 7HF.

A Whitehead Mann Group PLC company.

whitehead selection

## EXECUTIVE SEARCH

A small successful company specialising primarily in FMCG, retailing and the service industry seeks a qualified senior person, possibly with experience in a different commercial sector to join them. The particular status of the appointment and terms by mutual negotiation.

Please write with brief details to  
Lorraine Turner,  
67-68 Jermyn Street, London SW1Y 6NY.

### APPOINTMENTS WANTED EXPERIENCED FINANCE DIRECTOR

Proven track record with U.S. conglomerate in Europe, Africa and Middle East. Based in Brussels. Seeks challenging new assignment worldwide. Short/long term.

Write to Box A4760, Financial Times,  
One Southwark Bridge, London SE1 9HL.



## CHARTERHOUSE

### Corporate Finance Executives ACAs/ MBAs/LAWYERS £33,000 + Bonus + Banking Benefits

Charterhouse is a leading merchant banking and investment group with a strong presence in corporate finance, corporate banking, stockbroking and development capital. Charterhouse Bank has increased significantly its corporate finance market share over the last two years and continues to generate a high level of new business across the full range of corporate finance activities.

The extension of Charterhouse Bank's activities further into the major economies of Europe, with the planned ownership links between Charterhouse and selected French and German banking groups, presents significant opportunities for expanding the business. As a result, the corporate finance department now needs to appoint up to three additional executives. Working within a structured environment and liaison to directors, the appointees will be responsible for the provision of corporate finance services to clients throughout the UK and Continental Europe. Specifically, the successful individuals will be exposed to acquisitions and disposals, rights issues, private placements, take-overs, joint ventures and corporate restructurings.

This opportunity will appeal to a commercially orientated ACA, aged 24-27 years, with a 2:1 degree or better, and first time passes in the professional examinations. Additionally, applications are invited from young lawyers and MBAs with similar profiles and academic backgrounds. One or more European Languages and some previous experience in corporate finance, management consultancy or investigations is advantageous though not essential.

The benefits include an attractive remuneration package, performance related bonus, mortgage subsidy and the opportunity to develop an outstanding career based entirely on merit.

For further information in strict confidence contact, David Craig or Robert Walker on 071-287 6285 (evenings and weekends 0798-631613). Alternatively, forward a brief résumé to our London Office quoting reference DC 172.

**WALKER HAMILL**  
Financial Recruitment Consultants

29-30 Kingly Street  
London W1R 5LB

Tel: 071 287 6285

Fax: 071 287 6270

## Group Treasurer

c. £55,000 + car, benefits

Outstanding opportunity for an experienced Corporate Treasurer to join a market-leading £300m t/o international manufacturing group. Working closely with the Group Finance Director the successful applicant will be expected to make a key contribution to the achievement of the company's highly focused medium term strategy.

### THE ROLE

Enhance and develop treasury systems and controls to meet rapidly evolving group requirements. Manage foreign currency exposure to maximise earnings and net worth. Ensure that the group does not breach its financial covenants. Manage relationships with external advisors and debt providers in conjunction with the Group Finance Director.

### THE QUALIFICATIONS

Experienced Corporate Treasurer. Qualified Accountant, probably aged 35-50. Proven expertise gained in a substantial international group with multi-currency exposure. Treasury skills ideally complemented by broadly based financial management experience. Credibility and maturity to earn respect at group board level and ensure the implementation of group policies within international subsidiary operations.

Please reply in writing to 174a Ashley Road, Hale, Cheshire WA15 9SF, enclosing a full curriculum vitae and quoting Reference RK 1055. Telephone: 061 929 9105. Facsimile: 061 929 8023.

**Robinson Keane**

SEARCH & SELECTION

### APPOINTMENTS WANTED

#### INTERNATIONAL EXECUTIVE AVAILABLE BA, FCMA, MCIM

Experience in general financial and treasury management, including change management consultancy, plus extensive computer expertise. Worked for leading international public and private sector organisations, in services (financial, travel, property and engineering), consumer goods (fresh foods, cosmetics and HVAC) and trading.

Over 10 years based abroad in Middle East, Australasia and Europe, with working knowledge of French and Spanish.

Shortly completing assignment in Western Mediterranean, now seeking challenging new position in European organisation. Willing to relocate.

Please contact A Ears:  
phone (010) 350 79200  
or fax (010) 350 76189  
(Gibraltar)

## MANAGEMENT ACCOUNTING CONTROLLER

North West

c.£35k Package + Car + Benefits

With a turnover in excess of £100m, this autonomous subsidiary of a major international group has its core activity in the manufacturing of a wide range of products selling into industrial end users. Exporting approximately 75% of its production worldwide, its reputation is founded on its commitment to TQM and continued enhancement of customer service. A high-calibre finance professional is now required to play a senior role in the company's on-going development.

### The Role

- Control and develop a small management accounting team by encouraging a pro-active, professional approach to working practices.
- Liaise effectively with plant accountants, site general managers and overseas controllers; raising the profile of finance across the Group.
- Appraise reporting methods, improving where necessary to provide meaningful, concise information for Board and senior management.
- Reporting to the UK Financial Controller. Other key functions will include enhancement of product costing methods, review of budgetary procedures and development of IT systems.

Please apply in writing, enclosing full CV, quoting reference LBA/136.

**LB LAWRENCE  
BARNETT  
ASSOCIATES**  
Charlton House, Charlton Road, Old Trafford, Manchester M16 8GW  
Tel: 061-877 4439 Fax: 061-877 6706

## Financial Director

Oxfordshire

Circa £45,000 + Car + Equity + Options

Our client is a long established, internationally known specialist textile company and the market leader in its field. It is actively pursuing a vigorous growth plan embracing product development, diversification and acquisition.

A demanding opportunity has arisen that will afford considerable scope to a Financial Director looking for challenge and growth. The role is crucial to the continued profitable growth of the business and will demand a high standard of professionalism and commercial acumen. Reporting to the Chief Executive you will be responsible for the development and management of comprehensive Financial Systems and Controls and play a central role in shaping the profitable direction of the company.

Our ideal candidate will be 35-45, a qualified accountant, with general management potential, whose experience will have been gained in a commercially oriented manufacturing environment, preferably at board level, where budget discipline and bottom line achievement count. Your experience will have exposed you to all facets of the financial management function and you will be able to demonstrate your ability to contribute to profitable growth and change. Some exposure to the textile industry would be an advantage.

Conditions will reflect the importance of the appointment and will not be a barrier to the right candidate. Assistance with relocation expenses will be paid where appropriate.

Please send comprehensive curriculum vitae quoting reference number DP/1038 to:

**JP THE JOHN DALTON PARTNERSHIP LIMITED**  
4 Post Office Avenue  
SOUTHPORT PR9 0JS  
Tel: (0704) 538776  
Fax: (0704) 548912

(Applications are open to both male and female candidates)  
**THE JOHN DALTON PARTNERSHIP LIMITED**  
Management Selection & Recruitment Consultants

الجامعة  
جامعة الملك عبد الله

## INTERNATIONAL BUSINESS OPPORTUNITY

ACA 26-28 YRS C. London Package £40,000

We have an opportunity for an exceptional young ACA to join the high profile business audit team of a blue chip media plc. The department has a proven track record of promotion to line financial management and business planning positions.

We believe this to be the most challenging London based international audit role currently available in a fast moving consumer goods multinational. Together with peers you will be responsible for control environment monitoring of global entities spanning Continental Europe, South East Asia, Australia, United States and South America with a travel content of up to 50%.

Key challenges include:-

- Operational and follow up reviews
- Post acquisition reviews
- Special projects on behalf of corporate and local management
- Project implementation reviews
- Identifying key risk and focus areas of the business

We are looking for a large firm trained ACA with circa 2 years post-qualified experience, first time passes, a demonstrated track record of high quality work and proven report writing skills.

While advantageous, a second language (Spanish or Italian preferred) is secondary to the ability of the person who should be tough, unequivocal, confident, tactful and able to succeed in a demanding international environment.

To find our more about this opportunity to make an impact on a successful global business, telephone Jonathan Farm (retained recruiter) on 071 437 0551 or write to him at Farm-Williams, 44 Conduit Street, London W1R 9FB. Facsimile: 071 434 4423.

## TWO OUTSTANDING OPPORTUNITIES FOR QUALIFIED CHARTERED ACCOUNTANTS

### NORTH WEST PROPERTY GROUP

### ENEGOTIABLE

**FINANCE DIRECTOR DESIGNATE** required for an established, substantial group of property companies based in the North West.

Aged between 25-35, the ideal candidate will have had relevant experience in the Property Sector and be capable of leading a small team in a busy, modern office environment in a conscientious manner, maintaining strict financial control and providing timely and relevant information.

### MIDLANDS OUT-OF-TOWN RETAIL COMPANY

### ENEGOTIABLE

**FINANCE DIRECTOR** required for an emerging retail company based in the Midlands currently expanding its operation.

Aged between 25-35, the ideal candidate will probably have had experience in the Retail sector and possess the necessary skills to lead a small dedicated team in a conscientious manner, maintaining strict financial control, whilst implementing and providing timely and relevant management information.

In both the above cases the candidate will need to demonstrate an outstanding achievement record, possess the necessary initiative, be capable of working under pressure and possess the appropriate communication skills to further the success of the organisation.

Future prospects for both positions are excellent and rewards will reflect the importance of each role. Interested candidates who feel they are capable of fulfilling the above criteria should send full personal and career details, including current remuneration level and daytime telephone number, in confidence to:

Box A4961, Financial Times, One Southwark Bridge, London SE1 9HL.

## MIDLANDS BASED FCA (MID 40's) SEEKS CHALLENGING ROLE

Wide industrial experience at director level, particularly multi-site distribution and turn-around situations. Hands-on, committed team builder. Equity participation considered.

Please reply in confidence to:  
Box A4777,  
Financial Times,  
One Southwark  
Bridge,  
London SE1 9HL

## Internal Auditor - Frankfurt -

Aufgrund unserer Expansion im "Investment Banking" Geschäft suchen wir einen jungen, engagierten Mitarbeiter zur Unterstützung unserer internen Revision. Fundierte Erfahrung im Bereich Finanz- und Rechnungswesen sowie gute Kenntnisse der Kapitalmarktprodukte sind zur Ausübung dieser Position erfordert. Schwerpunkt Ihrer Tätigkeit wird die System- und Ordnungsmäßigkeitsprüfung im Handels- bzw. Abwicklungsbereich sein.

Neben einem mit Prädikatsexamen abgeschlossenen Betriebswirtschaftsstudium setzen wir gute PC-Kenntnisse voraus. Deutsche und englische Sprachkenntnisse sowie Teamgeist und Flexibilität sind unabdingbar. Wir stellen hohe fachliche und persönliche Anforderungen, dafür bieten wir Ihnen ein interessantes, vielfältiges Aufgabengebiet in einem jungen Team mit attraktiven Verdienstmöglichkeiten.

Interessieren Sie sich für diese Position? Dann freuen wir uns auf Ihre schriftlichen und aussagefähigen Bewerbungsunterlagen - oder rufen Sie uns einfach an: Frau Walter-Endres (069/2607-215).

Als eine der führenden internationalen Investmentbanken ist Salomon an allen wichtigen Finanzplätzen der Welt vertreten. Flexibilität und Offenheit sowie internationale Atmosphäre sind wesentliche Kriterien, die unsere Mitarbeiter zu schätzen wissen.

## Salomon Brothers AG

Wiesenhüttenstraße 10, 6000 Frankfurt am Main 1

## PAPWORTH TRUST

where people matter

### FINANCE DIRECTOR - DESIGNATE

c. £30,000 plus car

#### The Trust

The Papworth Trust is a charitable foundation committed to the rehabilitation, development, care and integration of people with disabilities. Pioneering work in the application of robotics, engineering and computer technology, coupled with a range of industrial workshops, are key features of Papworth's progressive approach to individual fulfilment. The Trust, with an annual turnover exceeding £7.5 million, has recently embarked on a major 3-5 year change programme directed at achieving national recognition for its evolving expertise in the provision for disabled people.

#### The Role

The Finance Director will drive all aspects of the Trust's financial management, reporting at Board level to the Chief Executive. The successful applicant will, assuming satisfactory performance, be designated Finance Director within 6 months. Key tasks in this hands-on role include upgrading systems and control procedures, spearheading improvements in efficiency, optimising cashflows and investment returns, evaluating innovative projects, and advising on strategic and policy issues.

#### The Qualifications

The successful candidate will be a commercially orientated, qualified accountant, probably aged 35 to 50, with proven management experience in manufacturing and service environments. The individual will be a dynamic and influential leader, fully capable of achieving through others and building successful teams.

Applicants for this exceptional opportunity should write, enclosing a C.V. by May 7 to: The Chief Executive, Papworth Trust, Papworth Everard, Cambs. CB3 8RG.



## PAPWORTH TRUST

## Finance and Administration Manager

South London/Surrey

To c. £40,000

Occasionally an opportunity arises to play a key management role in a revolutionary business concept.

Earlier this month Nurdin and Peacock plc, the highly profitable Cash and Carry operator with a turnover in excess of £1.5 billion announced its intention to launch 'Club Warehouses' into the UK which are highly successful in the US.

The new club management team have an opportunity for a Finance professional with a broad understanding of Commercial Accounting procedures and Management experience essentially within a fast moving FMCG, Distribution or perhaps Retail environment.

Reporting to the club Managing Director this role is vital to the success of the new venture as it has responsibility for Finance, MIS, Administration and Facilities Management. We are therefore seeking an experienced graduate ideally with an accounting qualification or MBA. The right candidates are unlikely to be under 30 or over 45 years of age.

If you consider you have the exceptional drive, energy and creativity to make an effective impact in what will be an exciting, informal and often pressurised 'team environment' and believe that hard work can be fun then send a comprehensive CV to Clive Sexton, Hoggett Bowers plc, George V Place, 4 Thames Avenue, Windsor, SL4 1QP, Tel 0753 853339, quoting Ref H42011/PT.

## Hoggett Bowers plc

### EXECUTIVE SEARCH AND SELECTION

\* BIRMINGHAM \* BRISTOL \* CAMBRIDGE \* CARDIFF \* EDINBURGH \* LEEDS \* LONDON \*

\* MANCHESTER \* NEWCASTLE \* WINDSOR and representation throughout EUROPE

## FINANCIAL CONTROLLER - SATELLITE SERVICES

Salary £40,000 + Bonus + Car + Benefits. Central London

Maxat Ltd, a wholly owned subsidiary of France Câbles & Radio (part of the France Télécom Group) is currently the fastest expanding satellite services company in Europe. Having established itself via its state-of-the-art teleport at the ITN building in its chosen markets of broadcast services; corporate television and satellite data services in 1992, it is now in an explosive growth mode. Turnover is expected to double each year and exceed £12 million in 1994.

We are seeking a replacement Financial Controller to join a 5-person Management team. Direct reporting is to the UK Chief Executive and dotted line to FCR in Paris. You should be a graduate Chartered Accountant in the 30-35 age group, an exceptional candidate, who can demonstrate a high level of achievement in a change environment. We expect you to be a technically sound accountant and to show us that you can make a constructive contribution to business development whilst improving the current financial controls and enhancing the systems. A French speaker would be at an advantage.

Replies to: NEVILLE RASCHID  
MAXAT LTD  
200 GRAY'S INN ROAD  
LONDON WC1X 8XZ

**MAXAT**

## FINANCE DIRECTOR

SURREY

Competitive salary  
and substantial  
benefits

Our client, a major multi-national media corporation is seeking to recruit a high calibre Finance Director for one of its largest subsidiaries, based in Surrey. The Company is the leading player in its market and has an outstanding record of constant growth in both sales and profits.

Reporting to the Managing Director, the successful candidate will be expected to be a key member of the executive team and be involved in both short term planning and longer term strategic issues together with total responsibility for the finance function.

This important position requires a qualified accountant currently holding a senior finance position in either a UK plc or a multi-national subsidiary, and who is used to a high level of autonomy. A demonstrably successful track record is essential, as is the proven ability to make a commercial as well as a purely financial contribution to the business. Experience of the publishing industry would be an advantage together with exposure to business in the US.

The package for this high profile position includes competitive base salary, significant bonus potential and a company car.

For further information please contact David Chorley on 0444 416636, alternatively, write enclosing a comprehensive CV or fax your details to him on 0444 416002.

HEATHFIELD HARGREAVES

Chaucer House, 6 Boltro Road, Haywards Heath, West Sussex RH16 1BB

Fax: 0444 416002  
Tel: 0444 416636

## SEEBOARD

### Finance Manager

WEST SUSSEX

c. £35k plus car

Southern Gas is a rapidly growing company marketing gas to industrial and commercial companies in the UK, predominantly in Southern England. The company is a subsidiary of SEEBOARD plc and in only its second year of trading is expected to achieve a turnover of £30m.

A high calibre Finance Manager is now required to head up the finance function, responsible for all financial matters including monthly reporting, budgeting and forecasting, credit and cash control and the effective management of a small team. Candidates will be qualified accountants, aged 28 to 35, with several years experience in a fast moving business with strong financial controls. Analytical skills are essential together with sound financial judgement, and proven management ability.

The position offers an opportunity to make a major contribution to the successful development of this new company and a career within the SEEBOARD Group as a whole.

In addition to a company car, Southern Gas can offer a range of benefits commensurate with this management position, including a smoke-free working environment, private health insurance and company pension scheme.

Please apply in writing, enclosing a full CV and stating current salary, to Helen Nagle, Recruitment Officer, SEEBOARD plc, Grand Avenue, Hove, East Sussex BN3 2LS, quoting vacancy number 4751. Closing date for receipt of applications is 4th May 1993.

Southern Gas is a Seeboard company.

## Recently Qualified Accountant To £35,000 + Banking Benefits

An exceptional opportunity exists for a Chartered Accountant of the highest calibre to join this leading Investment Bank. In a challenging and high profile position the successful candidate will take full responsibility for providing the business support for the derivatives trading area.

A proactive approach and resilient personality will be needed to ensure the reporting requirements are fulfilled accurately and efficiently.

This position clearly demands an ambitious individual ideally with the following credentials:

- Up to 3 years post qualification experience in a banking environment.
- A sound knowledge of derivative products
- A chartered accountancy qualification
- Previous supervisory experience

Rewards will be excellent in terms of prospects, package and working environment.

Please contact Nigel Leyes on 071 583 0972 (day) or 081 595 1009 (evenings and weekends).

Corporate Finance To £35,000 + Banking Benefits

How ready do you want to succeed? Our client, a top tier UK merchant bank seeks two talented entrepreneurial individuals to join their expanding commercial banking division to help them to demonstrate their leadership in a fast moving environment where excellence is rewarded with early promotion and responsibility.

You will be ACA or MBA qualified with an outstanding academic background (2:1 degree minimum) as well as being assertive and personable.

Fluency in one or more European languages is highly desirable but not essential.

Please contact Richard Penley on 071 583 0972 (day) or 081 574 5764 (evenings and weekends). Write to:

16-18 New Bridge Street, London EC4V 6AL. Fax 071 263 2966.

Recently Qualified Accountant To £35,000 + Banking Benefits

An exceptional opportunity exists for a Chartered Accountant of the highest calibre to join this leading Investment Bank. In a challenging and high profile position the successful candidate will take full responsibility for providing the business support for the derivatives trading area.

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## COMMODITIES AND AGRICULTURE

## Chinese reneges on wool contracts as prices dive

By Emilie Tegazza in Melbourne

**T**HIS CRISIS in Australia's wool market deepened this week, with prices hitting a new low and the biggest overseas buyers starting to renege on earlier contracts.

The wool market indicator, the weighted average of auction prices of 15 wool categories, yesterday fell to A\$3.96 a kilogram, the first time the indicator has dropped below the A\$4 mark.

Brokers said that Chinese and Korean buyers, who were buying strongly earlier this

week, yesterday kept away from the market.

Meanwhile, a delegation from the Australian Council of Wool Exporters has flown to China, the biggest importer of Australian wool, to try to persuade individual buyers to stop renegotiating on wool purchases contracted when prices were higher.

Government officials say that the extent of losses from dishonoured contracts is not known but the Chinese buyers' action is giving "cause for concern" in the government. The Wool Export Council has asked

the federal government to put pressure on the Chinese government.

The council's Mr Don Booth said that the Chinese buyers' action was totally unacceptable and warned that it would diminish their country's standing in the international wool market.

Mr Simon Crean, the primary industries minister, is expected to propose to the cabinet next week an emergency aid package to wool growers, including interest rate subsidies and generous debt rescheduling arrangements.

## Australia's BHP set to join mineral sands big league

By Kenneth Gooding, Mining Correspondent

**B**ROKEN HILL Proprietary, Australia's biggest company, seems to have found a way to join the relatively few groups that control the world's mineral sands industry. It may play the major role in developing a project in Mozambique.

It has signed a deal with Keurama Resources, a small Irish exploration company, which could lead to BHP spending an estimated US\$34.11m to earn a 75 per cent share in the Congolone project, near Angoche on the northern coast of Mozambique.

BHP already owns 100 per cent of the Beenup mineral sands project in Western Australia but has made it clear in the past that it was planning to get bigger in the mineral sands business or get out. Some observers calculate that a combination of Congolone and Beenup would give BHP more

than 20 per cent of the market for ilmenite dioxide, produced from ilmenite and a key ingredient in the production of pigments for paint, paper and plastics.

Mr Michael Carville, Kenmare's managing director, said BHP had already spent a year and a quarter working on the project but there was a long way to go before the Australian group could decide to take the project into production.

A scheme to process ilmenite to produce 500,000 tonnes a year of titanium slag in Mozambique, using the ample and cheap power from that country's Cabo Bassa dam, was being considered, but it would require more tax incentives than the Mozambique government was offering at present, given that similar projects elsewhere had cost \$300m.

The very earliest a development decision could be made was 1997, said Mr Carville, and BHP would give BHP more

it would then take another two years for output to begin.

• BHP and Elkem, the Norwegian group, have finalised their strategic alliance in the manganese business - manganese is essential in the production of some steels.

BHP, the world's third-largest producer of manganese ore, will secure a long-term market for production from its Groote Eylandt mine in the Northern Territory, and fluctuations in Elkem's manganese operations - it is the world's largest independent producer of manganese alloys - will be a factor in the market's remelting programmes for white sugar".

Remelting is necessary to produce white sugar from raw cane sugar.

In spite of the recent retreat in world sugar prices from three-year highs, Czarnikow suggests that the market outlook has moved from the prospect of an increase in stocks to one of a drawdown of around 2m tonnes.

"Although there are ample stocks carried forward from past seasons, it is clear that periods of temporary supply shortages may occur from time to time this year. It will therefore fall to the world price to provide the necessary stimulus to attract supplies out of domestic carry forward stock and into world trade."

## Aluminium can recycling reaches record levels

By Kenneth Gooding

**T**HE ALUMINIUM industry's determined efforts to promote can recycling as one of the few forms of used packaging that can generate a decent income for collectors are paying off.

Aluminium can recycling rates in Europe and the US reached record levels last year. In Europe the rate rose from 21 per cent in 1991 to 25 per cent while the US rate jumped from 22.5 per cent to 37.9 per cent.

Big money was involved. The US Aluminium Association estimates that the industry paid out \$988m for used cans, money that went back into local economies to benefit

individuals, schools, churches, scout troops and so on.

However, the industry also benefits - and not only from giving itself a "green" image. Can provide cheaper metal because they can be recycled on a "closed loop" system (from cans to scrap and back to cans again), because they save as much as 95 per cent of the energy needed to produce new aluminium and because the capital cost of a recycling plant is only one-tenth of that for a smelter.

According to Aluminium Can Recycling Europe (Acre), says that "cash for aluminium cans" machines in Switzerland today are even found high up in the Alps next to ski huts. The recycling rate in Austria

jumped from 25 per cent to 40 per cent last year and there were steady increases in Ireland (11 to 16 per cent), Italy (15 to 18 per cent), Greece (30 to 29 per cent) and the UK (11 to 16 per cent.)

Efforts to promote further growth and to provide the necessary collection infrastructure are being co-ordinated by Acre, which was formed in 1984 by Alcan of Canada, Pechiney of France and VAW of Germany. Alcoa and Reynolds of the US, joined in 1988, and Alusuisse-Lonza (Switzerland), Hydro Aluminium (Norway) and Elval (Greece) agreed to provide support in their domestic markets.

The recycling rate in Austria

## MARKET REPORT

**C**OOPER'S price recovery was halted in late trading at the London Metal Exchange yesterday when forward, producer-related, hedge selling and fresh Chinese selling took the three-months price back to \$1,865 a tonne, still up \$10 on the day. Earlier Wednesday's recovery from 51-year lows had been continued, lifting the price to \$1,920 a tonne at one stage. Traders noted that, while the market was heavily oversold, there was strong reluctance to test resistance at \$1,930 a tonne. The ALUMINIUM market suffered a technical breakdown around

### London Markets

**SPOT MARKETS**

Crude oil (per barrel FOB/May) + or -

Dubai 105.00 -0.50

Heavy Fuel Oil 227.75 -1.00

Brunei Blend (soyed) 81.85-8.57 -1.00

W.T.I (1 pm est) 82.10-10.14 -2.00

Oil products

INPEX prompt delivery per tonne CIF + or -

Premium Gasoline 920.70 -0.15

Gas Oil 180.10 -0.50

Heavy Fuel Oil 227.75 -1.00

Brunei Blend (soyed) 81.85-8.57 -1.00

W.T.I (1 pm est) 82.10-10.14 -2.00

Other

+ or -

Gold (per troy oz) 534.05 +1.10

Silver (per troy oz) 394.5c +0.00

Platinum (per troy oz) 335.5c -1.00

Palladium (per troy oz) 511.5c -0.50

Copper (US Dollars) 88.5c

Lead (US Dollars) 14.4c

Tin (Kuala Lumpur market) 14.15c +0.02

Brunei Blend (soyed) 27.5c -0.50

Zinc (US Prime Western) 62.0c

Cad (live weight) 136.30c -0.37\*

Sheep (live weight) 136.76c -0.25\*

Pigs (live weight) 90.25c -2.15\*

London dairy super (red) 927.5c -0.54

London dairy super (white) 924.5c -0.54

Tate and Lyle export prices 123.5c +0.5

Barley (English feed) Unq

Molice (US No. 3 yellow) 184.5c

Wheat (US Dark Northern) 180.25c

Rubber (May) 57.50c -0.50

Rubber Jun 95.00c -0.50

Rubber PL RSS No 1 May 210.0m +1.0

Coconut (Philippines) 541.00c +3.00

Palm Oil (Malaysia) 526.00c -2.50

Cotton (Philippines) 179.5c -0.10

Cotton "A" index 61.30c -0.10

Wool tops (44s Super) 383p

\* a term unless otherwise specified, p=physical, f=futures, t=taken to 1 decimal place

- un = London physical, S=SF Commodity, G=Global market close, m=Malaysian cents/kg, g=Sheep prices are now live weight prices \* change from a week ago, provisional prices.

Wednesday's closing level of \$1,125 a tonne for three months metal and this was followed by option-related selling and the triggering of stop-loss selling orders, which forced prices down to \$1,105 at one stage. The market ended at \$1,110 a tonne, down \$12 from Wednesday's kerb close. COCOA futures held on to small gains scored early in the day as the market continued to trade in a narrow range. "What this market needs is some convincing fundamental news," said one trader.

Compiled from Reuters

### SUGAR - London FOX

(per tonne)

Raw Close Previous High/Low

May - - -

White Close Previous High/Low

May 208.00 207.00 206.00 206.00

Oct 226.00 225.00 217.00 225.00

Dec 226.00 226.00 226.00 226.00

Mar 230.00

Turnover: 847.5 (5867) lots of 10 tonnes, 116.25 (716.78) tons White PPF per tonne for Apr 21 Comp. daily 40.77 (50.37) 15 day average 50.71

INPEX prompt delivery per tonne CIF + or -

Premium Gasoline 920.70 -0.15

Gas Oil 180.10 -0.50

Heavy Fuel Oil 227.75 -1.00

Brunei Blend (soyed) 81.85-8.57 -1.00

W.T.I (1 pm est) 82.10-10.14 -2.00

Other

+ or -

Gold (per troy oz) 534.05 +1.10

Silver (per troy oz) 394.5c +0.00

Platinum (per troy oz) 335.5c -1.00

Palladium (per troy oz) 511.5c -0.50

Copper (US Dollars) 88.5c

Lead (US Dollars) 14.4c

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EQUITY FU

## Thai white sugar sales forecast to fall 66%

## LONDON STOCK EXCHANGE

## Overseas buying lifts equity market

By Steve Thompson

FURTHER evidence that the recovery in the UK economy is gathering momentum, a reduction in German interest rates and a sharp upward move by Wall Street combined to drive London share prices higher yesterday.

The FT-SE 100 Index finished 11.5 up at 2,881.1, extending its rise over the past four days to 56.7. The FT-SE Mid 250 Index, which has tended to lag behind the 100 index in recent weeks, outperformed the senior index, posting a gain of 17.2 at 3,133.1.

The trading session was enlivened by reports of further heavy overseas buying interest, mainly reflecting switching operations out of other European markets and into the London market.

Turnover in UK equities expanded rapidly during a hectic session which saw more than 703m shares traded, well ahead of recent levels which have been exaggerated by a number of exceptionally large placings and bought deals.

Activity was boosted by at least four programme traders, two of which were said to have been substantial in size. All the trades were described as evenly balanced on the buy and sell side. Consumer stocks, notably the food retailers, were heavily represented in one of the trading programmes.

Share prices began the ses-

sion in subdued fashion ahead of the March unemployment figures and average earnings numbers for February, expected mid-morning, and news from the Bundesbank meeting, expected shortly after lunch.

The Footsie 100 opened around three points higher at 2,872.8 and made heavy weather of moving up to 2,874.3 immediately following the economic data. The 26,000 fall in unem-

ployment during March, the second successive decline, against expectations of a rise of around 35,000, and a marked slowing in the increase in UK average earnings were accompanied by good news on housing sales and car production.

Then, news that the Bundes-

bank had cut its discount rate by a quarter of a percentage point and its Lombard rate by half a point came as a pleasant surprise to the market.

The combination of encouraging pointers and a strong opening performance by Wall Street saw the Footsie 100 reach the day's peak of 2,881.2 before easing off and staging another good run just before the close.

Some traders cautioned that the market was running out of steam above the 2,880 level, citing the argument that there

will be a number of big calls on institutional cash in the next few months, notably BT III. Other marketmakers, however, remain convinced that there is still considerable upside in the equity market, with the possible added bonus of takeover activity.

Mr Richard Jeffreys, econo-

mist at stockbroker Charterhouse Tilney, said: "The impact of earnings growth will drive the market sharply better later this year." Mr Ian Harmer, at SGST, commented: "The momentum is with the market at the moment, it looks like upwards and upwards in the short term."

Oil shares were among the market's poorest performers, reacting to renewed selling on Wall Street overnight. But British Gas gained ground in high volume after Sir James Mackinnon, the gas industry regulator, addressed the London Oil Analysts Group in London on Wednesday evening.

C.E. Heath, the insurance broker, came under fire after the profits warning.

**FT-SE Actuaries Share Indices**

FT-SE 100 2881.1 +11.5	FT-SE Mid 250 3135.7 +18.8	FT-SE All-Share 1412.88 +6.55
Apr 22 Date change %	Apr 21 Date change %	Apr 21 Date change %
Apr 21 Date change %	Apr 20 Date change %	Apr 19 Date change %
Apr 20 Date change %	Apr 19 Date change %	Apr 18 Date change %
Apr 19 Date change %	Apr 18 Date change %	Apr 17 Date change %
Apr 18 Date change %	Apr 17 Date change %	Apr 16 Date change %
Apr 17 Date change %	Apr 16 Date change %	Apr 15 Date change %
Apr 16 Date change %	Apr 15 Date change %	Apr 14 Date change %
Apr 15 Date change %	Apr 14 Date change %	Apr 13 Date change %
Apr 14 Date change %	Apr 13 Date change %	Apr 12 Date change %
Apr 13 Date change %	Apr 12 Date change %	Apr 11 Date change %
Apr 12 Date change %	Apr 11 Date change %	Apr 10 Date change %
Apr 11 Date change %	Apr 10 Date change %	Apr 9 Date change %
Apr 10 Date change %	Apr 9 Date change %	Apr 8 Date change %
Apr 9 Date change %	Apr 8 Date change %	Apr 7 Date change %
Apr 8 Date change %	Apr 7 Date change %	Apr 6 Date change %
Apr 7 Date change %	Apr 6 Date change %	Apr 5 Date change %
Apr 6 Date change %	Apr 5 Date change %	Apr 4 Date change %
Apr 5 Date change %	Apr 4 Date change %	Apr 3 Date change %
Apr 4 Date change %	Apr 3 Date change %	Apr 2 Date change %
Apr 3 Date change %	Apr 2 Date change %	Apr 1 Date change %
Apr 2 Date change %	Apr 1 Date change %	Mar 31 Date change %
Mar 31 Date change %	Mar 30 Date change %	Mar 29 Date change %
Mar 29 Date change %	Mar 28 Date change %	Mar 27 Date change %
Mar 27 Date change %	Mar 26 Date change %	Mar 25 Date change %
Mar 25 Date change %	Mar 24 Date change %	Mar 23 Date change %
Mar 23 Date change %	Mar 22 Date change %	Mar 21 Date change %
Mar 21 Date change %	Mar 20 Date change %	Mar 19 Date change %
Mar 19 Date change %	Mar 18 Date change %	Mar 17 Date change %
Mar 17 Date change %	Mar 16 Date change %	Mar 15 Date change %
Mar 15 Date change %	Mar 14 Date change %	Mar 13 Date change %
Mar 13 Date change %	Mar 12 Date change %	Mar 11 Date change %
Mar 11 Date change %	Mar 10 Date change %	Mar 9 Date change %
Mar 9 Date change %	Mar 8 Date change %	Mar 7 Date change %
Mar 7 Date change %	Mar 6 Date change %	Mar 5 Date change %
Mar 5 Date change %	Mar 4 Date change %	Mar 3 Date change %
Mar 3 Date change %	Mar 2 Date change %	Mar 1 Date change %
Mar 1 Date change %	Feb 28 Date change %	Feb 27 Date change %
Feb 27 Date change %	Feb 26 Date change %	Feb 25 Date change %
Feb 25 Date change %	Feb 24 Date change %	Feb 23 Date change %
Feb 23 Date change %	Feb 22 Date change %	Feb 21 Date change %
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Feb 1 Date change %	Jan 31 Date change %	Jan 30 Date change %
Jan 30 Date change %	Jan 29 Date change %	Jan 28 Date change %
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Jan 6 Date change %	Jan 5 Date change %	Jan 4 Date change %
Jan 4 Date change %	Jan 3 Date change %	Jan 2 Date change %
Jan 2 Date change %	Jan 1 Date change %	Dec 31 Date change %

**THE UK SERIES**

FT-SE 100 2881.1 +11.5	FT-SE Mid 250 3135.7 +18.8	FT-SE All-Share 1412.88 +6.55
Apr 22 Date change %	Apr 21 Date change %	Apr 21 Date change %
Apr 21 Date change %	Apr 20 Date change %	Apr 19 Date change %
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Apr 7 Date change %	Apr 6 Date change %	Apr 5 Date change %
Apr 5 Date change %	Apr 4 Date change %	Apr 3 Date change %
Apr 3 Date change %	Apr 2 Date change %	Apr 1 Date change %
Apr 1 Date change %	Mar 31 Date change %	Mar 30 Date change %
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Mar 26 Date change %	Mar 25 Date change %	Mar 24 Date change %
Mar 24 Date change %	Mar 23 Date change %	Mar 22 Date change %
Mar 22 Date change %	Mar 21 Date change %	Mar 20 Date change %
Mar 20 Date change %	Mar 19 Date change %	Mar 18 Date change %
Mar 18 Date change %	Mar 17 Date change %	Mar 16 Date change %
Mar 16 Date change %	Mar 15 Date change %	Mar 14 Date change %
Mar 14 Date change %	Mar 13 Date change %	Mar 12 Date change %
Mar 12 Date change %	Mar 11 Date change %	Mar 10 Date change %
Mar 10 Date change %	Mar 9 Date change %	Mar 8 Date change %
Mar 8 Date change %	Mar 7 Date change %	Mar 6 Date change %
Mar 6 Date change %	Mar 5 Date change %	Mar 4 Date change %
Mar 4 Date change %	Mar 3 Date change %	Mar 2 Date change %
Mar 2 Date change %	Mar 1 Date change %	Feb 28 Date change %
Feb 28 Date change %	Feb 27 Date change %	Feb 26 Date change %
Feb 26 Date change %	Feb 25 Date change %	Feb 24 Date change %
Feb 24 Date change %	Feb 23 Date change %	Feb 22 Date change %
Feb 22 Date change %	Feb 21 Date change %	Feb 20 Date change %
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Feb 6 Date change %	Feb 5 Date change %	Feb 4 Date change %
Feb 4 Date change %	Feb 3 Date change %	Feb 2 Date change %
Feb 2 Date change %	Feb 1 Date change %	Jan 31 Date change %

**FT-SE 100  
2881.1 +11.5**

**FT-SE Mid 250  
3135.7 +18.8**

**FT-SE All-Share  
1412.88 +6.55**

**TRADING VOLUME IN MAJOR STOCKS**

Volume</
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## **FT MANAGED FUNDS SERVICE**

• Current Unit Trust prices are available from VISA.

## **AUTHORISED UNIT TRUSTS**

White Oak Square, Shreveport 77401-00  
documented FD 518855 8874 71.00

## FT MANAGED FUNDS SERVICE

• Current Unit Trust prices are available from FT Cityline. For further details call (071) 873 4378.

Old Price	New Price	Chg.	Yield	Old Price	New Price	Chg.	Yield	Old Price	New Price	Chg.	Yield	Old Price	New Price	Chg.	Yield	Old Price	New Price	Chg.	Yield	Old Price	New Price	Chg.	Yield
Prudential Life Assurance Ltd				Royal Heritage Life Assurance Co Ltd				ScotiaLife Insurance Co Ltd				Emerson Financial Management Ltd				Barbourough Financial Management Ltd				Sloper & Friend Fund Ltd (n)			
Security For So. Marquette	161.4	-1.3	0.022	Southgate Retail Ser. S	205.1	227.0	-1.9	Targis Life Assurance Co Ltd	250.3	249.3	-0.9	Barclay St. Peter, Gresham	699.7	717.0	17.3	Baird St. Peter, Bognor Regis	717.0	717.0	-0.0	Slipper & Friend Fund Ltd (n)	717.0	717.0	-0.0
Joint Equity	184.0	-1.0	—	Southgate Ser. S	147.5	147.5	-0.0	PM St L.L.C.	269.2	268.0	-0.8	Barclay St. Peter, Gresham	712.0	712.0	-0.0	UK Growth	712.0	712.0	-0.0				
Accum. Equity	260.0	264.0	-4.0	Southgate Ser. S	147.5	147.5	-0.0	PM St. L.P.	162.8	162.8	-0.0	Barclay St. Peter, Gresham	712.0	712.0	-0.0	UK Income	712.0	712.0	-0.0				
Accum Five Star	195.0	205.0	-1.5	Southgate Ser. S	231.3	245.5	-1.5	Southgate Ser. S	260.7	261.7	-0.4	Barclay St. Peter, Gresham	712.0	712.0	-0.0	Global Bond	712.0	712.0	-0.0				
Accum Fund	143.0	151.0	-8.0	Southgate Ser. S	231.3	245.5	-1.5	Southgate Ser. S	260.7	261.7	-0.4	Barclay St. Peter, Gresham	712.0	712.0	-0.0	EMI DM Strategy	712.0	712.0	-0.0				
Pens Acc. Equity	178.0	185.0	-7.0	Southgate Ser. S	231.3	245.5	-1.5	Southgate Ser. S	260.7	261.7	-0.4	Barclay St. Peter, Gresham	712.0	712.0	-0.0	EMI DM Fund	712.0	712.0	-0.0				
Pens Acc. Income	267.0	262.0	-5.0	Southgate Ser. S	163.2	170.0	-6.8	Southgate Ser. S	260.7	261.7	-0.4	Barclay St. Peter, Gresham	712.0	712.0	-0.0	EMI DM Fund	712.0	712.0	-0.0				
Pens Acc. Dividend	215.0	210.0	-5.0	Southgate Ser. S	163.2	170.0	-6.8	Southgate Ser. S	260.7	261.7	-0.4	Barclay St. Peter, Gresham	712.0	712.0	-0.0	EMI DM Fund	712.0	712.0	-0.0				
Provost Capital Life Asscs Co Ltd				Southgate Ser. S	175.8	182.0	-6.2	Southgate Ser. S	260.7	261.7	-0.4	Barclay St. Peter, Gresham	712.0	712.0	-0.0	EMI DM Fund	712.0	712.0	-0.0				
2 Berley Way, Hock, Herts	227.7	234.0	-6.3	Southgate Ser. S	175.8	182.0	-6.2	Southgate Ser. S	260.7	261.7	-0.4	Barclay St. Peter, Gresham	712.0	712.0	-0.0	EMI DM Fund	712.0	712.0	-0.0				
UK Equity Acc.	257.1	261.0	-4.0	Southgate Ser. S	175.8	182.0	-6.2	Southgate Ser. S	260.7	261.7	-0.4	Barclay St. Peter, Gresham	712.0	712.0	-0.0	EMI DM Fund	712.0	712.0	-0.0				
Int'l Equities Acc.	224.0	237.0	-4.0	Southgate Ser. S	175.8	182.0	-6.2	Southgate Ser. S	260.7	261.7	-0.4	Barclay St. Peter, Gresham	712.0	712.0	-0.0	EMI DM Fund	712.0	712.0	-0.0				
UK Managed Acc.	182.0	183.0	-1.0	Southgate Ser. S	175.8	182.0	-6.2	Southgate Ser. S	260.7	261.7	-0.4	Barclay St. Peter, Gresham	712.0	712.0	-0.0	EMI DM Fund	712.0	712.0	-0.0				
Accum Fund	143.0	151.0	-8.0	Southgate Ser. S	175.8	182.0	-6.2	Southgate Ser. S	260.7	261.7	-0.4	Barclay St. Peter, Gresham	712.0	712.0	-0.0	EMI DM Fund	712.0	712.0	-0.0				
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2 Berley Way, Hock, Herts	227.7	234.0	-6.3	Southgate Ser. S	175.8	182.0	-6.2	Southgate Ser. S	260.7	261.7	-0.4	Barclay St. Peter, Gresham	712.0	712.0	-0.0	EMI DM Fund	712.0	712.0	-0.0				
UK Equity Acc.	257.1	261.0	-4.0	Southgate Ser. S	175.8	182.0	-6.2	Southgate Ser. S	260.7	261.7	-0.4	Barclay St. Peter, Gresham	712.0	712.0	-0.0	EMI DM Fund	712.0	712.0	-0.0				
Int'l Equities Acc.	224.0	237.0	-4.0	Southgate Ser. S	175.8	182.0	-6.2	Southgate Ser. S	260.7	261.7	-0.4	Barclay St. Peter, Gresham	712.0	712.0	-0.0	EMI DM Fund	712.0	712.0	-0.0				
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Pens Acc. Income	215.0	210.0	-5.0	Southgate Ser. S	175.8	182.0	-6.2	Southgate Ser. S	260.7	261.7	-0.4	Barclay St. Peter, Gresham	712.0	712.0	-0.0	EMI DM Fund	712.0	712.0	-0.0				
Pens Acc. Dividend	215.0	210.0	-5.0	Southgate Ser. S	175.8	182.0	-6.2	Southgate Ser. S	260.7	261.7	-0.4	Barclay St. Peter, Gresham	712.0	712.0	-0.0	EMI DM Fund	712.0	712.0	-0.0				
Provost Capital Life Asscs Co Ltd				Southgate Ser. S	175.8	182.0	-6.2	Southgate Ser. S	260.7	261.7	-0.4	Barclay St. Peter, Gresham	712.0	712.0	-0.0	EMI DM Fund	712.0	712.0	-0.0				
2 Berley Way, Hock, Herts	227.7	234.0	-6.3	Southgate Ser. S	175.8	182.0	-6.2	Southgate Ser. S	260.7	261.7	-0.4	Barclay St. Peter, Gresham	712.0	712.0	-0.0	EMI DM Fund	712.0	712.0	-0.0				
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Int'l Equities Acc.	224.0	237.0	-4.0	Southgate Ser. S	175.8	182.0	-6.2	Southgate Ser. S	260.7	261.7	-0.4	Barclay St. Peter, Gresham	712.0	712.0	-0.0	EMI DM Fund	712.0	712.0	-0.0				
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Accum Fund	143.0	151.0	-8.0	Southgate Ser. S	175.8	182.0	-6.2	Southgate Ser. S	260.7	261.7	-0.4	Barclay St. Peter, Gresham	712.0	712.0	-0.0	EMI DM Fund	712.0	712.0	-0.0				
Pens Acc. Equity	178.0	185.0	-7.0	Southgate Ser. S	175.8	182.0	-6.2	Southgate Ser. S	260.7	261.7	-0.4	Barclay St. Peter, Gresham	712.0	712.0	-0.0	EMI DM Fund	712.0	712.0	-0.0				
Pens Acc. Income	215.0	210.0	-5.0	Southgate Ser. S	175.8	182.0	-6.2	Southgate Ser. S	260.7	261.7	-0.4	Barclay St. Peter, Gresham	712.0	712.0	-0.0	EMI DM Fund	712.0	712.0	-0.0				
Pens Acc. Dividend	215.0	210.0	-5.0	Southgate Ser. S	175.8	182.0	-6.2	Southgate Ser. S	260.7	261.7	-0.4	Barclay St. Peter, Gresham	712.0	712.0	-0.0	EMI DM Fund	712.0	712.0	-0.0				

## FT MANAGED FUNDS SERVICE

• Current Unit Trust prices are available from FT Cityline. For further details call (071) 873 4378.

Net Price	Old Price	Offer + or -	Yield	Net Price	Old Price	Offer + or -	Yield	Net Price	Old Price	Offer + or -	Yield	Net Price	Old Price	Offer + or -	Yield	
<b>Capital House Fund Major (C) Ltd (0534174000)</b>																
PO Box 188, St. Helier, Jersey				Stobart Worldwide Selection Fd Ltd				Fidelity Funds - Cont'd				Touche Hammill (Guernsey) Ltd (4)				
Capital House International Growth Fund Ltd	1.0000	-0.0001	-0.00%	American Fund	218.12	180.05	+0.07	Bermuda Hst, St Peter Port, Guernsey	0481 732828			Globe Asset Management Ltd	211.43			
UK Equity	51.12	1.562	+0.00%	Asian Fund	218.12	180.72	+0.03	OCIO Fund	211.43			Globe Fund Ltd	211.73			
India Fund	51.12	1.562	+0.00%	International Fund	218.12	180.72	+0.03	OCIO Fund	211.43			Globe Fund Ltd	211.73			
Japan Fund	51.12	1.562	+0.00%	US Fund	218.12	180.72	+0.03	OCIO Fund	211.43			Globe Fund Ltd	211.73			
Corporate Bonds	51.21	2.121	+2.00%	Pacific Bond	222.72	24.18	+0.14	OCIO Fund	211.43			Globe Fund Ltd	211.73			
Corporate Bonds	51.21	2.121	+2.00%	UK Bonds	222.72	24.18	+0.14	OCIO Fund	211.43			Globe Fund Ltd	211.73			
Corporate Bonds	51.21	2.121	+2.00%	US Bonds	222.72	24.18	+0.14	OCIO Fund	211.43			Globe Fund Ltd	211.73			
Corporate Bonds	51.21	2.121	+2.00%	Worldwide Income	220.00	11.76	+0.00	OCIO Fund	211.43			Globe Fund Ltd	211.73			
Corporate Bonds	51.21	2.121	+2.00%	Worldwide Income	220.00	11.76	+0.00	OCIO Fund	211.43			Globe Fund Ltd	211.73			
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Corporate Bonds	51.21	2.121	+2.00%	Worldwide Income</td												









## AMERICA

## Earnings reports help Dow to move ahead

## Wall Street

US stock markets bounced back from three days of losses to post gains yesterday as a number of strong earnings reports lifted share prices across the board, writes Patrick Harrison in New York.

At 12.45pm, the Dow Jones Industrial Average was up 32.42 at 3,461.86. The more broadly-based Standard & Poor's 500 was up 0.94 at 441.57, while the Amex composite was 1.00 higher at 420.03, and the Nasdaq composite up 3.88 at 667.92. Trading volume on the NYSE was 17.1m shares just before 1pm.

Trading opened against a background of conflicting factors, including the cut in German interest rates, news of a rise in weekly jobless claims, and falling bond prices. The German rate cut had little impact on market sentiment, primarily because the Bundesbank's move failed to give much of a lift to the dollar.

The news of a 26,000 increase in weekly jobless claims was worrying - it confirmed that the labour force still struggles to keep up with the pace of the economic recovery - but investors shrugged it off, as they did another, albeit small, decline in bond prices.

Attention was primarily

focused on corporate earnings, and here the news was better. The day's main feature was Caterpillar, which jumped 34% to \$367 in busy trading after the company bounced back from a big loss in the first quarter last year to post a net profit of \$34m in the wake of

company reported net income of \$1.47 a share, up from 63 cents a share a year earlier.

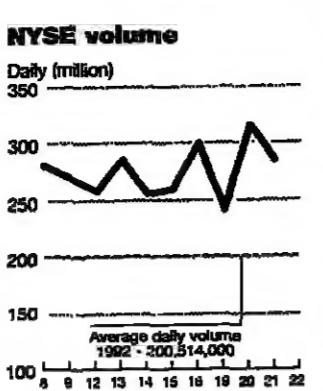
Airline stocks gave back some of Wednesday's big gains as some investors took the opportunity to book some quick profits. USAir fell 1% to \$22.36, UAL dropped \$2 to \$124.74, and Delta fell \$1 to \$58.40. Delta reported a net loss of \$134m in the third fiscal quarter after taking an \$8.53m restructuring charge. AMR held steady at \$71.14.

Consolidated Rail dropped 4% to \$52.40 after reporting higher-than-expected quarterly worker injury costs.

On the Nasdaq market, MCI Communications jumped 1.1% to \$49.00 on news that earnings improved from 51 cents a share a year ago to 66 cents a share in this year's first quarter.

In post-bourse trading, banks gained on hopes that lower interest rates would help profit margins. Mr Hans Peter Wodnick at James Capel said that insurance companies, which held large bond portfolios were also beneficiaries of the rate cut.

However, some analysts doubt that the equity rally will last, as monetary easing itself indicated that the central bank



stronger demand in the US market and improved margins. The earnings were better than analysts' had expected, and prompted several brokerage houses to upgrade their ratings and raise their earnings estimates for the company.

Among other stocks to advance on news of improved earnings were Dow Chemical, which climbed 33% to \$56 in volume of 1m shares after the

suspending.

Trading in PWA was

settled below Y900,000 since March 31.

NTT-related shares also moved into negative territory. Fujikura, the electric wire and cable manufacturer, dropped Y37 to Y311, while Mitsubishi Cable declined Y24 to Y68.

Profit-taking pushed the high-technology sector lower. NEC fell Y16 to Y321, Mitsubishi Electric Y10 to Y540, and Hitachi Y7 to Y322. Motor-related shares lost ground. Honda weakened Y30 to Y1,410, while Toyota shed Y10 to Y1,380.

In Osaka, the OSE average slipped 83.57 to end at 31,450.23 in volume of 27.9m shares.

## Roundup

PACIFIC Rim markets turned in a mostly strong performance. Recent strength in Singapore and Kuala Lumpur has been attributed to portfolio adjustment on expectations that the Morgan Stanley Capital index, presently combining the two markets, will be split at the beginning of next month, some analysts said.

SINGAPORE returned to its record-setting ways as low interest rates continued to boost liquidity. Buyers focused on lagged small-capital stocks and warrants, and the Straits Times Industrial index rose 3.15 to 1,773.21. KUALA LUMPUR ended its four-day rally with a dip in the composite index of 0.25 to 691.45.

TAIWAN surged ahead on hopes of better relations between Beijing and London, afternoon futures-led selling eroded the gains.

BOMBAY fell to a 15-month low, depressed by expectations of disappointing company results. The BSE index shed 30.55 to 2,158.96.

The weighted index

advanced 149.06, or 3.3 per cent to 4,631.69. Turnover fell to Y14.7bn from Y331.6bn.

SEOUl rewrote its 20-month high, the composite index rising 4.01 to 735.57 in volume of 61.3m shares. Electronics and other blue chip sectors led the rise.

NEW ZEALAND closed near to an all-time peak, with the advance fuelled by continuing strong interest in forestry shares.

The NZSE-40 index climbed 23.19, or 1.4 per cent, to 1,627.12 in strong turnover of NZ\$48.8m.

The 1,627.31 historic high of the two-year old index was set on February 16.

Foreign buying was again concentrated on forestry stocks, which are benefiting from lumber price increases.

MANILA rose as investors tried to shake off fears caused by the government's takeover of the board of directors of market leader PLDT. The composite index moved ahead 7.94 to 1,540.74 as PLDT fell 15 pesos to 945 pesos.

AUSTRALIA was higher, with banks, especially Westpac, attracting interest. The All Ordinaries index finished 11.5 up at 1,705.4.

HONG KONG eased on volatile futures-led activity, as Sino-British talks opened in Beijing. The Hang Seng Index ended 3.15 down to 6,759.24 in turnover of HK\$6.3bn, against Wednesday's HK\$4.5bn.

While prices started higher at the end of January and the steady fall in interest rates since then, which has brought a burst of optimism flooding through analysts' forecasts.

Financial stocks such as Bank of Ireland and AIB have bounded back particularly strongly, the sector advancing 38 per cent in the year to date, while food shares such as Avonmore, Waterford, and Golden Vale have also outperformed the market as a whole, as has the blue chip construction stock CRH and a number of second line industrials.

The ERM crisis in the autumn of last year, which threw the Irish currency into crisis and interest rates soaring, had been particularly depressing for the financial stocks and for companies trading into the UK. But with that cloud now lifted, recovery has been strong, with the potential for more to come.

Mr John Horgan, head of

research at Rialta stockbrokers in Dublin, comments: "The market is still 20 per cent below its all-time high and price-earnings multiples are 13 for 1993, while they are 17 in the US and 15 in the UK."

He says a promising economic outlook over the next two years, combined with favourable technical factors, "could mean that there is still some 15 to 20 per cent to go and could make this year an exceptionally good one for the market".

Two technical factors are

particularly significant. From

May 1, Irish stocks will be

included in the Morgan Stanley Capital International index,

which will serve to attract

additional US funds into the

market. Secondly, when Dublin

money market rates were very

high in January, there were

heavy redemptions of unit

shares.

It has gained 30 per cent

since the end of December, half

of that in March alone, and a

remarkable 45 per cent since

the four-year low last October,

making Dublin one of the

world's best performing mar-

kets this year to date. It eased

2.47 yesterday to 1,654.27.

The crucial turning point

was the punt's devaluation at

the end of January and the

steady fall in interest rates

since then, which has brought

a burst of optimism flooding

through analysts' forecasts.

Financial stocks such as

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## FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co. and NatWest Securities Limited

in conjunction with the Institute of Actuaries and the Faculty of Actuaries

## NATIONAL AND REGIONAL MARKETS

	US Dollar Index	Day's Change %	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	Local % chg on day	Gross Div Yield	US Dollar Index	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	1993 High	1993 Low	Year ago (approx)
Australia (68)	141.15	-1.1	136.19	99.08	117.78	131.28	+0.2	3.78	142.71	137.21	99.86	118.71	132.31	144.19	117.38	145.97
Austria (18)	142.28	-0.8	137.29	100.22	118.73	118.66	+0.2	1.80	143.47	137.95	100.40	119.35	120.42	150.98	116.31	167.31
Belgium (42)	152.73	-0.9	147.37	107.20	127.44	124.49	-0.5	4.54	154.16	148.22	107.87	120.42	120.42	156.79	115.22	164.35
Canada (11)	124.15	-0.5	141.47	104.44	120.18	119.08	-0.2	1.28	125.52	120.76	107.87	103.41	103.41	125.97	111.41	128.40
Denmark (23)	212.40	-0.5	204.41	148.32	176.77	177.07	-0.3	0.23	212.50	207.70	140.05	116.16	116.16	212.00	102.00	212.80
Finland (23)	86.49	-1.7	83.46	60.72	72.18	101.06	-0.2	1.23	87.99	84.80	61.57	71.19	71.19	87.99	51.22	105.00
France (86)	159.75	-1.0														